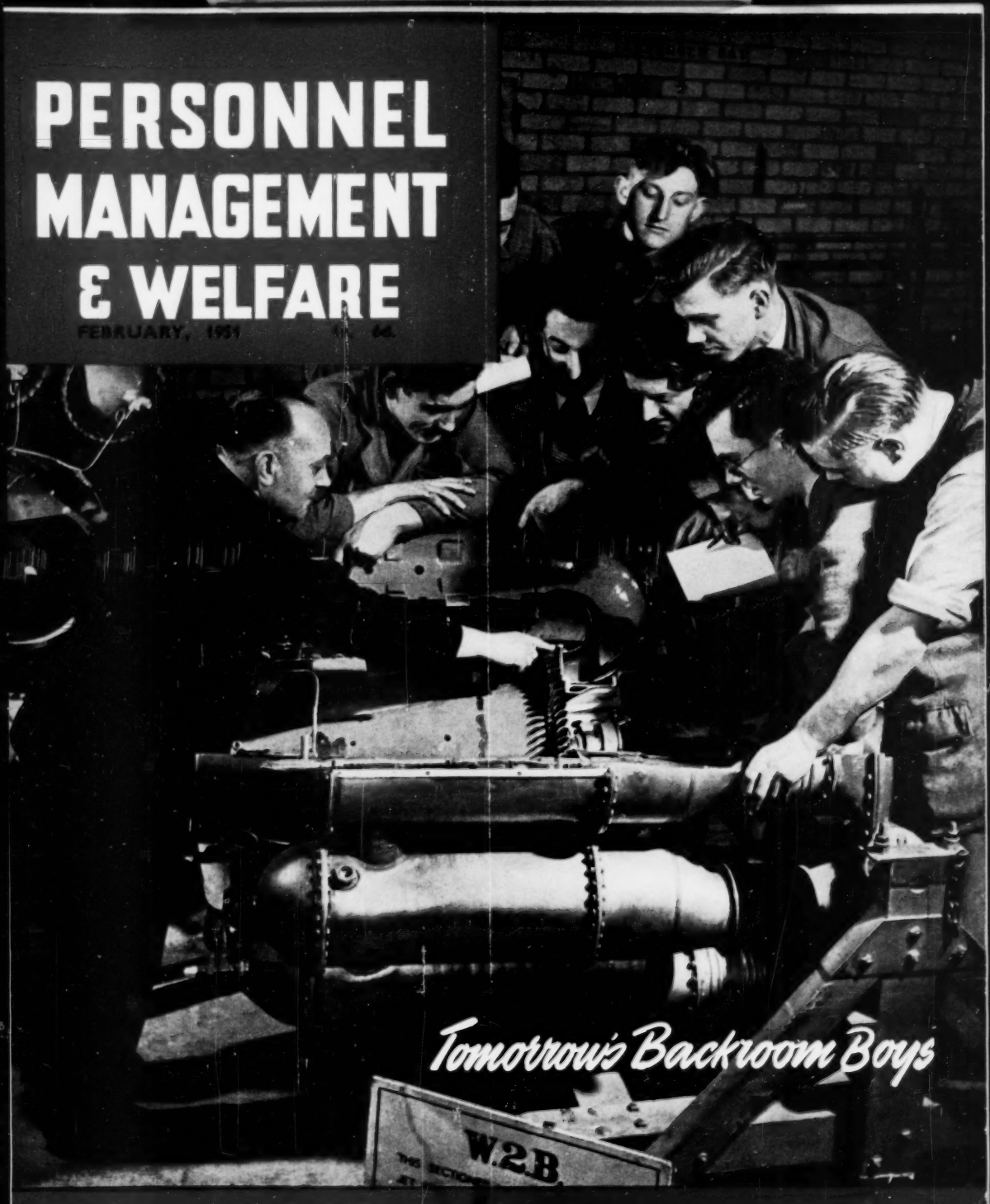
PERSONNEL MANAGEMENT & WELFARE

FEBRUARY, 1951



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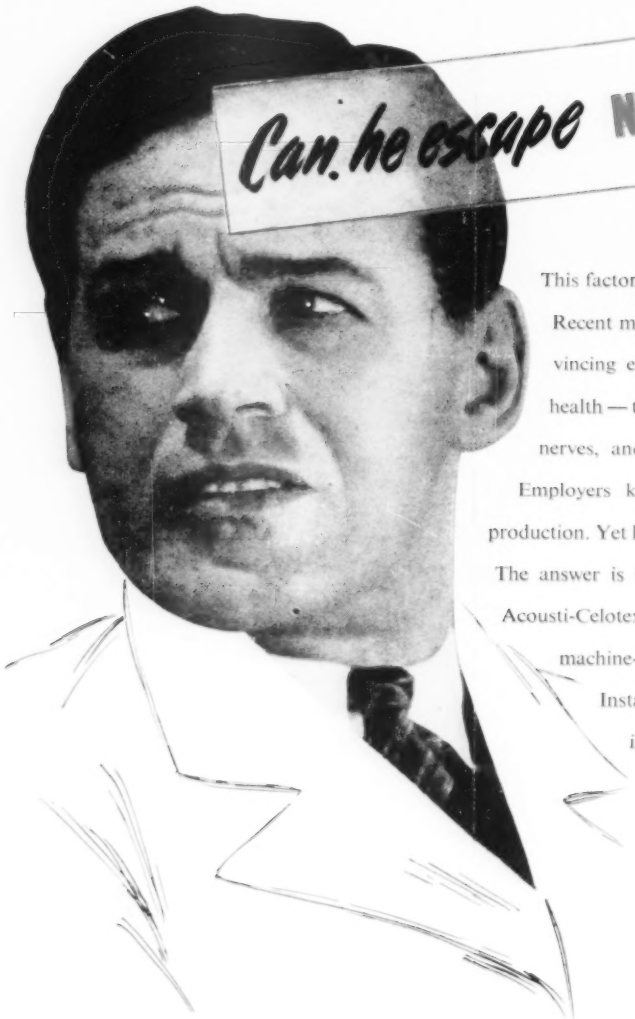

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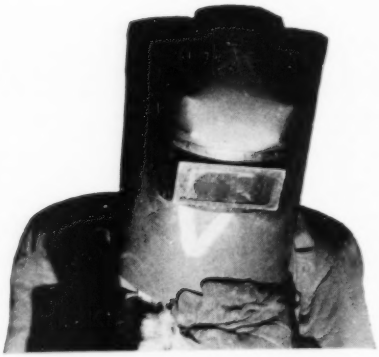

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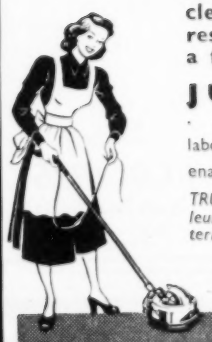

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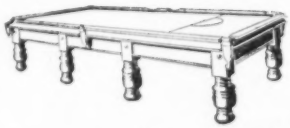

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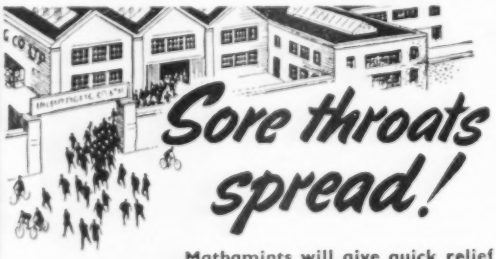

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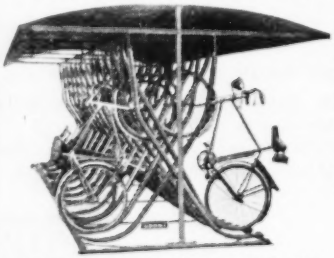

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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 129 FEBRUARY, 1951

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COVER

All Ministry of Supply Apprentices must pass the competitive entrance examination of the Civil Service before being posted to such Government establishments as Royal Ordnance Factories, the National Gas Turbine Establishment and the Royal Aircraft Establishment. Once posted, they are trained for higher technical positions leading to the top of the research tree in very many cases. These back-room boys are studying a sectional instructional jet aero engine at Leicester College of Technology. *(See story on page 356).*

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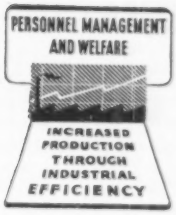
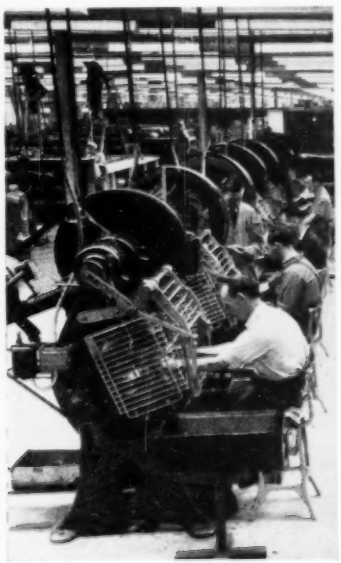


Development of the Burroughs Adding Machine Ltd. in the British production field is not only a question of meeting the demands of the sterling market. It has been planned as part of Burroughs world-wide manufacturing organisation, able to supply machines to global markets, including the U.S.A. and, at the same time, to relieve pressure on the firm's long-established British factory at Nottingham. Several problems have therefore been set—to keep the firm's world production flowing with essential tooling passed to a so far non-existent British factory; to integrate the new British unit with global production; and—the basis of all—to build an entirely new efficient labour force in Britain from the human "material" available.

WHEN, therefore, in 1948 Burroughs Adding Machine Ltd. decided to open a second British factory at Strathleven, the company was faced with the need to plan a "campaign," to build a factory and to recruit a labour-force. Of these the last is of most interest; it was perhaps the most difficult. The other two questions could be answered at top-level, the third had to be settled on the spot. The campaign was a matter of finance and general arrangement; the factory site in Strathleven, 16 miles from Glasgow, was available and was also sufficiently "adjustable" to give the firm what it wanted; the labour programme was marked with an "*X*." What was needed, if the whole plan was not to collapse, was a sufficiently well trained labour force, and sufficient supervisors, to see the job through.



This shot of Burroughs' Strathleven press shop gives some indicaton of the size of the factory

Labour in the district was comparatively "easy," the Vale of Leven area has always had workers to spare between wars. But none, or very little, of it was accustomed to precision light engineering work and there was no pool of supervisory labour on which to draw. Workers were available whose previous factory experience in the main was with heavy engineering, with textiles and dyes, and that was all.

When it was decided to proceed, quick action followed and an American engineer was sent to Scotland to supervise the construction of the new building and set up the new organisation. A temporary location was selected in an old mill building and engineers and office staff hired. Mr. C. Shepperson, a Supervisor, was brought up from Nottingham to train the assemblers and in October of 1949 the nucleus of the new operation started functioning.

The new building was proceeding at a fair pace, but not fast enough for the embryo unit. At a conference at Head Office it was decided to move into the first half of the building, provide temporary heat and offices and proceed to grow—with the construction men often times being mistaken for factory workers. Gradually more of the building was completed, more people were hired, expanding into quarters in which the paint was hardly dry. Machinery and tools began arriving for the fabrication of components.

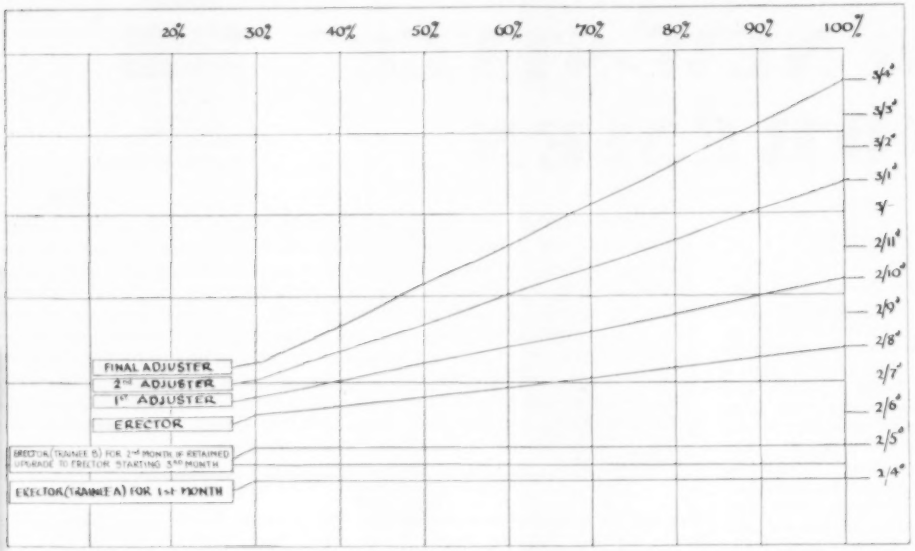
In April, 1950 a "key force" of 15 U.S. technicians was brought over to cope with the problem; a total of over 300 years' experience was released for this purpose, some of the "instructors" having joined the Detriot Company as far back as 1906. They were given twelve months to get the new production unit going—and this meant training foremen and chargehands as well.

Chosen for Leadership

In the upshot this firm has, we believe, succeeded in creating a new concept of supervision in Great Britain; a grade of foreman has been achieved who stands mid-way between the British idea of a (somewhat discredited) emissary of management originally chosen because of his craft skill, and the American idea of a "junior manager," chosen for his leadership, with power to "hire and fire" as many workers as he deems fit for his own department. The Strathleven Foreman has been given his job on his efficiency *as a manager*, plus certain technical qualifications; he is the cutting edge of management, but he has to have regard to the whole factory set-up.

How has this been achieved with "green" labour? In the main by applying the principles of wise personnel management. This factory had to get into production at the

MALE MERIT-RATING CHART *(Portable & Calculator Assembly)*



Copies of these charts, signed by the Factory Manager, are circulated throughout the factory

NOTES (1) ALL NEW EMPLOYEES ARE STARTED AS ERECTOR TRAINEE (A).

(2) INCREASES OVER THE FIRST 3 MONTHS ARE BY TIME.

(3) THE RATE IN ANY GRADE OF WORK IS OBTAINED BY PLOTTING THE PERCENTAGE EFFICIENCY AGAINST GRADE LINES.

(4) WHEN AN EMPLOYEE IS UPGRADED HE MAINTAINS HIS RATE UNTIL HE EXCEEDS THE EFFICIENCY OF THAT RATE IN THE NEW GRADE.

Example:– 1st ADJUSTER, EFFICIENCY 80% – RATE IS 2/9d.
HE IS PROMOTED TO 2nd ADJUSTER & RETAINS HIS RATE.
HE MAINTAINS 2/9d UNTIL HE EXCEEDS 54% EFFICIENCY.
SHOULD HE FAIL TO REACH 54% HE CAN BE TRANSFERRED BACK AGAIN WITHOUT A RATE CHANGE.

(5) TO QUALIFY FOR AN INCREASE EFFICIENCY MUST BE AN AVERAGE EFFICIENCY OVER A PERIOD OF 6 WEEKS.

(6) EFFICIENCY PERCENTAGE IS OBTAINED BY COMPARISON BETWEEN "STANDARD TIMES" AS SHOWN ON "HUNDREDS CHART" & ACTUAL AVERAGE TIME TAKEN BY THE OPERATOR.

(7) INCREASES ARE BY HALFPENNY STANDARD INCREMENTS.

earliest stage if global output was not to suffer; at the same time the instructors available were wanted back in the States. Some short-cutting was necessary.

Each instructor had two jobs—to get the machines moving and to train his supervisor-successor as well as the operators—and all of them were seized with the urgency of the problem. British production must be built up as quickly as possible. It was therefore essential to look for leaders as well as craftsmen. As the labour force was sorted out particular notice was taken of those men and women who were willing to accept responsibility, whatever their job at the moment, and eventually some of these were given a chance to exercise a certain amount of executive control. A man who appeared to the trained eyes of the senior staff imported from America and now engaged on routine jobs which they had long ago passed by, to have some leadership qualities was tried out, even if the job for which he had originally been engaged was floor-sweeping. He was given a problem job involving the employment of one or two others and if he made the grade he was tested again.

As one of the American "leaders" said: "We looked and still are looking for signs of leadership, and we rank technical ability as a poor second in this race." Once a man has proved his potentiality as a leader he is on the way to supervision, but not just like that! At each stage he is subject to criticism from above and below.

But once he has proved himself he is accepted by management as the legitimate successor of his American colleague, who gradually passes on to him responsibility after responsibility. He is called to the weekly "Works Conference" which consists of management representatives only —including all the foremen—he is encouraged to speak his mind on all the management problems that affect his department. He is also encouraged to do his own "picking" for chargehands and the minor supervisory grades. He is groomed for management.

Weekly conferences discuss everything connected with the works, and wages are by no means barred. Workers may or may not, as they choose, belong to any Union, but there is no need for rates and conditions to be considered as reserved subjects. In general, wages are a little above those paid locally for comparable work, and a scheme of merit-grading (see above) has so far been proved to work very well. Every chance is given to the keen supervisor to keep abreast of his job and to improve his knowledge of a highly-systemised plan of production. All information arising from the weekly conferences—finance, disputes, delays, bouquets and brickbats—is at his disposal, and additionally all matters affecting his departments are

minuted to him for reference, and for dissemination as he thinks fit.

Basic Wage Rates

Of course, in dealing with labour drawn from divers sources and, at first at any rate, unskilled in repetition work, there is need for a basic wage structure which will be both understood and appreciated by one and all. It must be simple and it must be fair. This criterion applies not only to the new-fledged supervisor but also to his men, bearing in mind that, at first at any rate, none of them is 100 per cent efficient.

The firm has therefore broken down all jobs to their bare bones, prepared an analysis from the information so obtained and worked out a Basic Merit Scale Rate which has been accepted by the 700 workers throughout the factory. (A similar breakdown and analysis is in process for the office and other white-collar employees.)

The chart opposite illustrates how this works; each grade is paralleled with those immediately above and below it, so that a promotion in grade (even though it means a temporary loss of efficiency) need not mean any equivalent loss of earnings.

All this indicates an above-average personnel policy based on top-level instruction and enthusiastically interpreted throughout the firm. Up-to-date "Personnel Management"—to quote the Factory Manager, Mr. J. T. FitzGerald—"is the basis of modern, efficient production. If the workers are not satisfied in their jobs, if they do not know what they are doing and why, if they are not prepared to go all out for a firm that treats them well, then management has made a big mistake somewhere." One can therefore expect to find a high standard of personnel efficiency at Strathleven. The personnel office itself is well organised and the Personnel Officer (Mr. J. S. Choate) has been responsible for initiating a good many of the basic wage schemes on which the happy labour relations of the firm rely. The department covers Recruitment (with a waiting list of more than 4,000 applicants), Induction and Preliminary Training (in conjunction with the foreman of the department concerned). It is also responsible for promotions and up-grading, and a "human" note may be permitted here.

A "promotion slip" is made out by the man's (or woman's) foreman and countersigned by the Personnel Officer for submission to the Factory Manager. If approved, the slip is appropriately endorsed and returned to Personnel Department (Wages) Records. Immediately this has been received the Personnel Officer sends a short congratulatory note to the man concerned, but routes it via the foreman who is responsible for its delivery. "Terminations" are also dealt with by the Personnel Officer.

Training so far has been in the hands of the U.S. technicians for reasons stated above, but an apprenticeship scheme based on British instruction is under discussion and will be implemented as soon as possible.

General Welfare

General welfare is the Factory Manager's prerogative:—good wages for an interesting job; optimum working conditions; adequate health and safety precautions; and above all the chance to get on. Taking these in reverse; it is the official policy of the firm that juniors who show promise shall be given "acting rank" wherever possible (no promises are made but the potential leader is made aware that he is being tried out). Safety is at the moment very largely a management job—no safety committee has been formed and there is no specialist safety officer.

Care has been taken, however, to safeguard any dangerous process, a particular note of praise being due to the de-greasing of all swarf before sale and the subsequent sterilising of residual oil before return.

Dermatitis risks are also minimised by the provision of barrier creams and ointments approved by the Works M.O. Health is looked after by a resident Nurse (S.R.N.) with an assistant, plus the thrice-weekly visits of a local Doctor. A particularly efficient hospital has been devised in the office block with waiting and rest-rooms for both sexes, consulting and examination rooms, ray therapy and stores.

Working conditions are good. The factory is modern, warm and airy and the lighting (minimum throughout of 20-25 ft. candles) is well above average. Lockers, washplaces and dressing rooms are good, but one may criticise the drinking water-fountains in the shops. These are not of latest approved "angled-flow" type. Meals are served by, and in, the Scottish Industrial Estates canteen nearby, but within the factory are two up-to-date "tea stations" with ample hot water and accommodation for snack-eaters. As these are completed it is intended to prohibit the eating of "brought" meals alongside the work benches.

Uniforms and overalls for canteen grades, janitors and watchmen, are provided free of charge by the firm with free laundering.

The new Burroughs' factory, set in the country-house grounds of Strathleven

Confidence, Consultation and Co-operation — or Chaos!

The Furniture Development Council recently organised a very successful Conference at which bench hands, foremen and management executives met together to discuss the affairs of their Industry—including the place of Joint Production Councils in the Furniture Industry.

The Conference was fortunate in having Mr. Cuthbert Greig, M.B.E., F.C.I.S., joint assistant managing director of Harris Lebus Ltd., Vice-President of the British Furniture Manufacturers' Federated Associations and Honorary Joint Secretary of the J.I.C., and Mr. A. Tomkins, Secretary of the National Union of Furniture Trade Operatives, the other Honorary Joint Secretary, as the openers to the discussion.

We are glad to have secured Mr. Greig's agreement to print a brief résumé of his forthright declaration of faith.

THE future relationship between labour and management, unless there is to be chaos, must be based upon confidence, consultation and co-operation. Employers who start off saying, "We know how to manage our own business and we do not want any interference from our people" and regard a Joint Consultative Committee as merely an instrument to carrying out their own preconceived ideas, will have little success. It is agreed that telling the workers what is going to happen and giving them explanations is, in itself, a very good thing and removes many misunderstandings and possible grievances. But that is not "consultation," and it is consultation we are considering. If the worker holds the view that the purpose of a joint consultation committee is to restrict the authority of management to carry out its duty—which is to manage—nothing but friction can develop. Such workers will feel affronted if suggestions they make are not accepted and, in the end, will only use the committee as a means of airing grievances. This means that when management opens up a discussion on proposed new methods of achieving greater efficiency, it will be regarded as a "crafty plan" to exploit the worker—and it is obvious that neither confidence nor consultation can grow in such an atmosphere. If the individuals making up the Committee throw their knowledge and experience into the common pool not with the idea of deciding upon action, but with the idea of seeing that all objections, counter suggestions and alternatives are given full expression, a very different picture will be created.

We must accept without reservation that management, and only management, must be responsible for taking decisions. If the decisions are bad and failure results, then the responsibility must rest squarely on its shoulders. It is, however, of paramount importance that management, before it comes to decisions, should do its best to collect all the facts, all the possibilities and all the suggestions it can, and one of the sources that should be tapped is that of the workers' experience and knowledge.

My proposition is—quite simply—that the man at the bench, who lives with the equipment, who attains the production required, by which he earns his living, does in many instances think considerably about them and their uses, and may well have constructive suggestions to make. At the very least, he knows whether the cause of defective work or waste is his own carelessness and want of skill, or results from defective equipment and tools, quality of material, conditions of lighting or layout or what have you, under which he has to work.

From the point of view of over-all planning, it is, of course, true that he is not the equal of his well-trained manager or supervisor, and he cannot have the full knowledge of the impact of alterations which he had suggested as being good in his own particular shop. These might have, in fact, disastrous consequences in the shop into which his work flowed. But his skill—and intimacy of contact with difficulties—if added to the capabilities of management, may be expected to increase the sum total of the factory's knowledge, and this will inevitably lead to greater over-all efficiency, which in the long run, means better conditions for the worker and a reduction in cost to the public.

What I Believe

The type of joint consultation that I have in mind must not be allowed to overlap into the functions of the trades unions. Thinking along the lines adopted by the Engineering Industry—joint consultative committees for the regular exchange of views between management and worker on matters with regard to the improvement of production and to increase efficiency for this purpose—I believe that the way to start formal consultation within a factory is with clear-cut terms of reference, and these,

This "Glaxo" joint committee was recorded for the B.B.C.

at the start, should be restricted in their objectives.

The terms of reference of a production committee are to consider how best to make the goods, and the discussion of grievances will eventually kill that objective.

Manufacturers must slowly make haste; too many meetings at first may burn out the lamp. One cannot expect results at once; there are many reasons for this. Management has to acquire the confidence necessary to discuss with the men its ideas and plans, and without this confidence any significant contributions by workers will be hindered. Another essential factor is that the worker on such a committee should be allowed to find his feet and develop the confidence that anything he may say at a production committee will not come back at him on the shop floor, either from his foreman or his mates.

The average worker is often diffident about putting ideas up to his supervisor, and suggestions will most certainly dry up if the supervisors on a committee demolish a stupid but well-intended proposal without any regard for the feelings of the proposer.

Discussions about general matters which affect the affairs of the factory as a whole are of little use at the outset. The worker only begins to have belief and confidence in joint consultation as a real thing when problems which impinge on his own daily activity, and the daily activity of those in his own shop, are brought into the discussion. Things which appear stupid or wasteful to him in the arrangement of his shop entitle him to feel frustrated and to regard them as, in fact, stupid or wasteful —that is, until he knows the reason for them.

There is one matter which needs a great deal of consideration, that is the question of communication. As the work of the Joint Consultative Committee gets under way and confidence is established, the matters discussed tend to include the confidential consideration of forward plans and possibilities. A good deal of care and thought must therefore be given to the type of written report, or minutes, that are made and agreement must be reached as to the extent to which such matters considered at the committee may be discussed outside the committee rooms.

Birmingham Productivity Congress Stresses Personnel

SPEAKING on *"Management and Productivity"* Sir Arthur Smout, a director of I.C.I. Metals Division, declared that propagation of the idea that one could get something for nothing was the greatest evil of the hour. "Everybody has got to be made aware of the paramount need to earn the wages, or salary, or whatever form the remuneration may take which he or she is being paid. If any of us are going to try to snatch more out of the kitty than we put in, then the whole economy upon which our civilisation is based will collapse. Let us make no mistake about it, this danger is with us today." Increases in productivity were almost always the result of improvements introduced by management, but no real progress in that direction could be achieved if industry were drained of its capital, or if it were not allowed to embark on schemes of capital expenditure by way of plant improvement and development.

The better production was organised the better it would be for all. The problems facing industry were not insoluble, but they did call for the application of the characteristic British quality of common sense. A most encouraging sign was that intelligent co-operative management was on the increase.

Mr. I. A. R. Stedeford, Chairman of Tube Investments Ltd., presided at the luncheon at which Mr. R. Openshaw, of the A.E.U. and the General Council of the T.U.C. dealt with *"The Trade Unions and Productivity."* Mr. Stedeford was convinced that human relations in a works could be either the main spring of success or the stumbling block to failure in all efforts at greater production. Unless that side of the factory was right, then the best-laid schemes for greater efficiency could misfire. Common sense, goodwill and understanding on the part of both managements and workpeople could iron out the main obstacles to the greater industrial output the country needed so desperately.

Workers should be taken into confidence of managements from the very beginning of any schemes to increase productivity by applying modern techniques. While the initiative for applying them lay exclusively with managements, the schemes should be explained in detail to the workers, whose confidence should be established by consultation, explanations and proper guarantees. The main causes of resistance by the workers were suspicion and an insufficient understanding of what was going on. Such suspicions, bred of the bad old days, undoubtedly died hard but thanks largely to organised labour, the bad practices of the past were gone and no longer justified mistrust of the future.

The T.U. View

Mr. Openshaw said the only way to ensure a definite rise in output was vastly to improve the relationship between the two sections of industry. Joint consultation was the best and most realistic way of achieving higher production. Because of the unsatisfactory manner in which new processes were sometimes introduced union opposition had often developed, but where union co-operation was sought the introduction of new schemes was possible with benefits to both sides. The trade unions were prepared to facilitate the introduction of techniques leading to industrial efficiency provided they did any or all of the following:- improved earnings or workshop conditions, or promoted job security.

While determined to find ways and means of increasing output, the trade unions expected the employers to play their part and share the benefits alike with workers and consumers.

On the subject of *"The Foreman and Productivity"* Sir Percy Mills, Managing Director, W. and T. Avery Ltd., remarked that the idea that the foreman was nothing but a "driver" had gone; it had been replaced by a concept of leadership which guided and inspired. Unless the men and women in the shop were properly instructed and enthusiastically led there could be no vital force in an organisation, and happiness and productivity would be adversely affected.

Britain was going through a period of great industrial change and at such a time one of the hardest things to accomplish was to keep every part of an organisation in proper perspective, and to adapt these in due proportion to meet changing circumstances. As far as the foreman was concerned he thought management had been lacking in that respect. Not so long ago many foremen were responsible for planning, methods of manufacture. Many of those functions had been taken from them because it was realised that specialised subjects required specialised attention.

But had management done much to show the foreman there was no lessening of his authority? His primary responsibility was to understand and train the men in the shop and to carry the management's responsibility for them and to them in all their work. Foremen must be educated for their great responsibilities, and in the technicalities and relationships necessary to their profession.

What the Foreman Thinks

THE average foreman is a confident man in his dealings with those whom he controls, but he is not so confident of those above him. This is the conclusion arrived at after a study of the views of some 600 foremen expressed during recent discussion courses at Pendley Manor. These supervisors were drawn from all types of industry, and among them control about 40,000 operatives. Foremen today are very conscious of the changing conditions in their work. They know they must control by understanding and persuasion and not by threats, but they feel they need more backing from higher management. The following are ways in which it is suggested higher management can help:—

1. *By more precise recognition of the foreman's status.* Foremen believe they are part of the function of management and that higher management accepts them as such, but they want a more exact definition of their status in order to give them the necessary authority with operatives.

2. *Avoidance of "by-passing."* Foremen are strong believers in "line" authority." They want to be responsible to one immediate superior, and want full authority themselves within their own departments. They deprecate approaches to operatives or shop stewards which ignore the foreman.

3. *Information and Consultation.* Foremen feel they ought to be given a clearer conception of management policy. They also believe that they have a contribution to make to planning, and should be consulted in advance about the detailed carrying out of projects in their own departments.

4. *Credit where due.* Many foremen feel that management does not give enough recognition to the responsibility and value of their work. One method of indicating appreciation is the financial one. Most foremen do not want incentive bonus schemes for themselves but would appreciate a basic rate that bears a reasonable relation to that of people working under them.

Until recently, most foremen were inclined to over-emphasise technical qualifications, but today they realise that "leadership" is important; and leadership largely consists of a series of skills which can be trained. Most foremen believe firmly in the preselection of foremen within the firm or even within the shop. They also feel that prospective foremen should be given an opportunity to get to know other departments in the factory. In fact, those attending the courses stressed the value of knowing something about the other man's job as an aid to co-operation.

There is far less antagonism on the part of foremen towards personnel officers than there was two years ago, when these discussions started. This, it is suggested, is partly due to the fact that personnel officers have insisted upon a delimitation of their functions. Most foremen want full authority and responsibility for discipline and morale in their own shops, but recognise that there are some matters better dealt with by a central department. They resent, however, a set-up in which the operative can go straight to the personnel officer with grievances or requests without the foreman's consent. On the subject of employment of labour, most foremen felt that while the personnel officer should recruit labour, the foreman should engage it. Regarding the question of dismissal, opinion is divided; some foremen prefer to recommend dismissal and leave it to somebody else to carry out, but others insist upon the necessity of doing it themselves.

They Have No Say!

While most foremen agree that consultation is valuable, few think it works perfectly, and they feel especially that too frequently foremen have no representation on formal joint consultative bodies. Many foremen complain bitterly about shop stewards, although a few believe that a good shop steward can help a foreman to do his job more effectively

Generally speaking, the writer concludes that the biggest fault of the foreman is his keenness for the job which tends to narrowness of interest, and suggests that industry would do well to pay more attention to the general education and outside interests of these men who serve it so well.

(Condensed from *The Manager*, November, 1950.)

Office Safety

EVER bump your knee against an open drawer or tip over in your swivel chair? Not serious accidents, office accidents seldom are, but these little slips can add up to a lot of lost time. Clerical workers are not usually "accident conscious" so a handbook or pamphlet, or an article in your house organ might give some useful reminders. Some of the items you can mention—knives, scissors and razor blades should be kept in a container, not loose in the drawer. Sharp-pointed pencils and pens should not be carried sticking out of pockets. Paper should be handled carefully—it cuts. Drawers of desks and files must be closed after use, and all the drawers of a filing cabinet should not be open at once or it is liable to tip over. Office machines should be handled carefully, or fingers may be injured. Smouldering matches and cigarette ends should never be thrown into wastepaper baskets. Horseplay should be discouraged—serious injuries have resulted from innocent pranks. All electrical installations, window fittings, stacking of materials, etc. should be checked, and slippery floors remedied. Corridors and stairways must be well lighted.

(*Management Review*, September, 1950.)

Fords Build Management Team

YOU cannot "stockpile" management men as you can scarce materials, so the only alternative is to build up your own management resources from within. That is why the Ford Motor Company, U.S.A. has started a management development programme to meet the future needs of the company. The programme has three objectives:—

To help executives perform their jobs more efficiently;

To build reserves of management manpower by finding suitable men and helping them to develop;

To make the best use of each management man in terms of his ability and potential for future development.

One of the plan's strongest features is the backing it gets from top management. The main development committee has three members—the company president (Henry Ford II), the executive vice-president, and the industrial relations vice-president. Parallel committees are being set up in the various divisions of the company. In all divisions, and at every level, the plan is the same. An individual plan is worked out for each man and a group development plan for each department and division.

Idea behind the individual plan is to get down on paper the specific steps each member of management should take to improve himself. Each man's immediate superior works out a plan for him. There are various ways in which the plan can take effect: by transfer to selected jobs in various departments; by conferences and lectures; by university courses; reading; active membership of professional or technical societies, etc. Once a programme is drawn up and approved by the development committee it goes into action. Actual dates are set for starting and finishing each phase of development, and progress records are kept.

(*Concluded on facing page.*)

Mr. Robert A. Blakeborough, left, director with 54 years' service congratulates Mr. William Ward, still at work with 60 years to his credit, at the recent function when J. Blakeborough and Sons Ltd., Brighouse manufacturers of valves, awarded bonuses to long-service workers and pensioners. 236 workers (19 per cent of the present payroll) have so far aggregated nearly 8,000 years of service, to which the pensioners can add 5,401 years

Departmental plans are based on personnel summary charts. The head of the department records his own name and under that the names of two other men who are ready to replace him. He does the same thing for all key management men, so that every management post is covered by two replacements. If a man is not ready for immediate promotion the chart shows how much additional experience the man needs to qualify. No executive can fail to build up men for promotion without reflecting on his own abilities, and failure to select the right men soon shows up.

Job Descriptions

In order to work out the selection and development of management men, the top executive must have full information about the jobs and men under him. Each executive is therefore given information on the following: Job Descriptions; Personal History Records; Personnel Appraisals. Each member of management has to write a detailed description of his job, and the personal qualifications he considers necessary for it. Once the description is completed the man reviews it with his immediate superior and they agree upon its final form. When this project is completed Fords expect to know more than ever before about the work done in the organisation and the people who do it. The personal history record is a confidential questionnaire filled out by each management man giving details of his physical characteristics, education, former experience, etc. The personnel appraisal is a key step in uncovering potential management resources. Each member of management prepares an appraisal of every man working under him, and the appraisal is then reviewed with the man concerned.

The form used has been carefully planned to get at the important factors, and covers such points as knowledge of work, planning and organising ability, analytical ability, judgment, mental alertness, initiative, leadership, co-operation, personality, quality and quantity of work, etc. There is also space for the man's own views of the appraisal when it was discussed with him, and this too sheds light on the man himself and the supervisor. Fords plan to review the entire programme annually so that the information is always up to date and any faults can be corrected.

(Condensed from *Factory Management and Maintenance*, December, 1950.)

Clerical Salaries

THE period of comparative stability in wages and salaries is now over. This is due to the increased cost of living leading to fresh demands, and the fact that with no reserve of staff to call upon, employers are offering higher salaries to attract extra staff or retain staff they might otherwise lose. These increases are also serving to reduce the differentials between salaries paid for routine clerical work and those paid for more responsible posts.

Main purpose of the 1950 Survey undertaken by the Office Management Association was to provide information about salaries, but a lot of other useful information came out of the enquiry. There was quite an interesting negative correlation between the distance from London and the level of clerical salaries, excepting a few of the other large commercial cities. Staffing in London offices is undoubtedly more difficult than in the provinces, even when higher salaries are paid.

The Survey includes a detailed analysis of figures for industrial groups. These show that there is a tendency to lower salaries in industries employing a high proportion of female labour. Areas wishing to attract labour in a "free" economy under conditions of full employment must pay salaries which exceed existing salaries to obtain recruits. Geographical immobility is more difficult to overcome than industrial immobility so there is greater variation in salaries between regions than between industries.

Comparison of salaries is easy only if it is superficial. Some common basis for grading of clerical work is needed by all who are concerned with the negotiation of salaries.

(Condensed from *Office Management Journal*, December, 1950.)

REPORTED IN HOUSE ORGANS

Ingot News (Richard Thomas and Baldwins Ltd.) reports that the Ebbw Vale section has broken twelve of its own production records and reached the highest output in its history—3,000 tons in 24 hours. Irthlingborough produced another record-breaking team of six men who produced 1,100 tons of iron ore in a 5½ day week. Another record-breaker, although in lighter vein, was the pantomime given by a cast of sixty employees and seen by over 7,000 people during its seven performances.

Intercom (Igranic Electric Co. Ltd., Bedford) reports on their executive training scheme which provides a two-year training course, application for which is open to any employee. The 1951-2 course will be for rate-fixing.

News Reel (J. and P. Coats Ltd., Glasgow) offers assistance to employees wishing to spend their holidays abroad, and proposes a scheme to arrange exchange visits with employees of their overseas contacts. It is also reported that for the eighth year in succession the company has provided the County of Berwickshire with volunteer labour for the harvest, and in 1950 over 250 employees attended the camp.

Port Sunlight News (Lever Bros. Ltd., Port Sunlight) reports on the opening of a new boys' club at Hasketh Hall, which provides amenities for every kind of sports, social and cultural activities; the opening of a new training centre which co-ordinates all the company's training schemes; the work and organisation of the company's canteen which serves 7,000 meals a day.

The Phoenix Gazette (Steel, Peech and Tozer, branch of the United Steel Co. Ltd., Sheffield) reports on the functions of their new medical department which treats some 15,000 cases a year. The department has an X-ray machine for diagnosis of injuries and chest X-rays, an operating theatre, a physiotherapy and rehabilitation centre, rest rooms, etc.

Recorder (Remington Rand Ltd., London) carries an interesting photographic account of the induction and training of an apprentice at their Hillington (Glasgow) factory.

The Stantonian (Stanton Ironworks Ltd., nr. Nottingham) reports on the company's 32nd annual prize-giving, when over £1,000 was distributed to 208 prize-winning students, the highest record since the scheme started in 1918; the presentation of long-service certificates to 1,130 Stantonians representing 42,936 years with the company; a new innovation—Parents' Day—when 145 parents accepted the managing director's invitation to visit the training centre.

"Back-room" boys of

Left, "Back-room" boys in training attend a technical lecture; *below,* a student is shown the working of a mock-up auto-pilot ("George") by an instructor

By JOHN SANDERS

TRAINING tomorrow's engineers and "back-room staff" is more important today than ever it was, for not only has scientific and engineering knowledge progressed with astonishing speed in the present century—even within the last decade—but there never was such a shortage of fully trained engineers and craftsmen. Whether for national defence or as an essential factor in our economic rehabilitation, it is certain that we must make the utmost effort to keep abreast of other nations in this sphere. In addition to training research workers and building up a strong research side of engineering, we must organise a steady flow of highly skilled youngsters into all branches of engineering. One reason for speed is the certainty that the number of young recruits from whom we can draw is dwindling, owing to the low birth rates between the wars. Today there are 200,000 fewer boys and girls between 16 and 18 than there were two years ago.

While the Ministry scheme cannot of itself solve the whole of this problem it can and does provide a valuable nucleus of skill and sets an example for those industries and individual firms which have not yet come to grips with the matter.

Candidates are recruited from a variety of sources, including local youth employment officers, directors of education and headmasters of schools.

Craft apprentices are recruited at the age of 16 by the Apprenticeship Board of each Ministry of Supply establishment, such as Royal Ordnance Factories, and aircraft, radio and research stations. Selected boys may enter at 15 as pre-apprentice learners.

Engineering apprentices are allotted places in the scheme if they succeed in a competitive examination, as also are metallurgical apprentices. Chemical engineering apprentices are selected from nominated engineering apprentices who have not gone further than the end of their third year of training and have obtained Intermediate Science or Higher School Certificate (with chemistry as the main subject). Drawing office apprentices are selected from craft apprentices (and, in rare cases, from engineering apprentices) who show special aptitude for drawing-office work.

Apprentices to all types of work are trained at the Ministry's establishments and receive an all-round education as well as specialised instruction in the branch for which they have been selected.

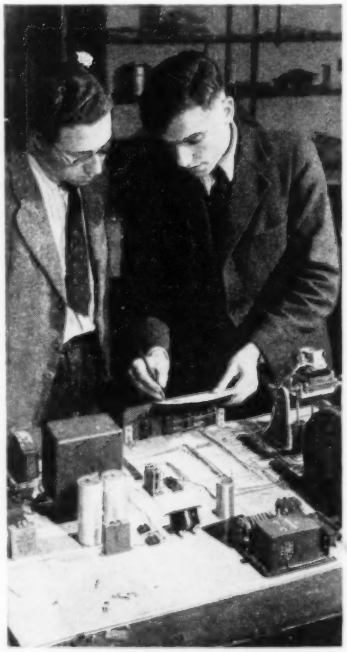
Basic Training

The general training of craft apprentices before they are selected for a particular craft is given by groups, such as mechanical trades (tool and gauge maker, turner, miller, fitter, instrument maker, blacksmith, boiler maker, patternmaker, and many other trades), electrical trade and building trade.

Craft apprentices are allowed up to one-and-a-half days a week to attend classes in theory at a technical college to prepare for the final "City and Guilds" certificate examination. If an ordinary National Certificate is taken at the same time the apprentice should obtain a full technological certificate at the end of his training. Selected apprentices may be prepared for the Higher National Certificate in production engineering.

All fees and excess fares are paid by the Ministry.

The training of engineering apprentices is planned to give them a thorough knowledge of engineering, and prepare them for professional examinations. They may be allowed up to two full days a week for attendance at theoretical classes at a technical college and again their fees and fares are paid by the Ministry.



Room Boys" Tomorrow

Nearly 1,800 young men—and a few girls—aged between 16 and 21 are now taking one of the apprenticeship courses organised and conducted by the Ministry of Supply. They will end their apprenticeship either as engineers or skilled engineering craftsmen and will then have opened the door to a progressive career. The Ministry's apprenticeship scheme virtually ensures a secure footing in engineering for the student who is intelligent, willing to learn and will stick it out for five years.

Engineering apprentices who have matriculated (or been exempted from matriculation on entry) may, after one year's training, be given the opportunity to take a full-time University degree course. These "sandwich" courses, as they are called by the Ministry, consist of full-time attendance at college for a term, alternating with practical workshop experience during the vacations. Tuition fees, wages (and maintenance allowances for apprentices necessarily living away from home) are paid during the college terms. Throughout an engineering course a specially arranged course in training workshops, drawing offices, departmental workshops and laboratories is given.

Incidentally, before beginning their training, engineering apprentices are advised to gain some idea of the work of an engineer by visiting an engineering works or other place where engineering is carried on.

Apprentices who express a preference for metallurgy are given a five years' training for a degree in that subject or the examinations of the Institute of Metallurgists. Apprentices who wish to go in for chemical engineering take a course which should enable them to get a B.Sc. in chemical engineering or pass the examinations of the Institution of Chemical Engineers.

Drawing-office apprentices spend at least three-and-a-half-years of their five years on engineering practice, the remainder in the drawing office. They are then selected to prepare for an ordinary National Certificate in engineering and having obtained this, take the Higher National Certificate if they want to compete for established posts.

Older entrants (up to the age of 19) with the requisite standard of education, having a bias towards mathematics and physics, are enrolled as student apprentices and receive practical training for a year before going on to a full-time university degree or diploma course in engineering or metallurgy. These apprentices must make their own arrangements for a place at a university and pay the fees. Young men who are outside the age limits but have been prevented by National Service from applying at the normal ages are considered for this course.

Every air-mechanic's dream—servicing a jet "Vampire" at a M.O.S. training centre

There is also a grade of "graduate" apprentice, for those men who are between 21 and 24 and have gained a degree or diploma in engineering awarded by an approved university after a full-time course. Again, applicants who are nominally too old but have been prevented from applying earlier by National Service are considered.

Post-Graduates

This is not all. Every year a certain number of post-graduate scholarships are awarded to fifth-year engineering apprentices so that they can undertake advanced study or research in a university or institution. These are valued at £220 to £300 a year, plus fees varying with the course taken and the recipient's personal circumstances. For craft apprentices there is the chance of a year's travelling scholarship to enable them by first-hand experience to broaden their knowledge of the crafts they have been trained in. The value of this scholarship is £250 plus fares and fees.

All apprentices, whatever their course and age, are paid a small wage and a maintenance allowance while they are training. Rates of pay are higher in the London area than in the provinces, but range from 25s. a week at the age of 15, to 84s. 6d. at 21 and 22. Maintenance allowances are graded according to weekly pay and run from 30s., making a total of 54s. received by the apprentice, to 82s., making a total of 83s. (in this case the lowest maintenance allowance of 1s. a week is paid). Graduate apprentices get from £5 to £6 a week, with no maintenance allowance.

Living Accommodation

Great attention has been given by the Ministry, in formulating the apprenticeship scheme, to the provision of living accommodation, meals and leisure hours activities for the apprentices. Some hostels have been acquired or built and equipped

to accommodate apprentices only, and places in many of the Ministry's adult hostels are reserved for apprentices. Canteen facilities and recreational and social amenities enjoyed by apprentices in these establishments are of a high standard and are at the service of the "day boys" as well as those who live in.

Quiet rooms are set apart specially for study. Separate bedrooms and dormitories are both provided, the latter for a number of boys who are taking the same course. Resident wardens have charge of the hostels and are chosen for their tactfulness and knowledge of young people, as well as for other qualities essential for such work.

The apprentices have their own discussion groups and clubs and their apprenticeship associations keep them in touch with "old boys."

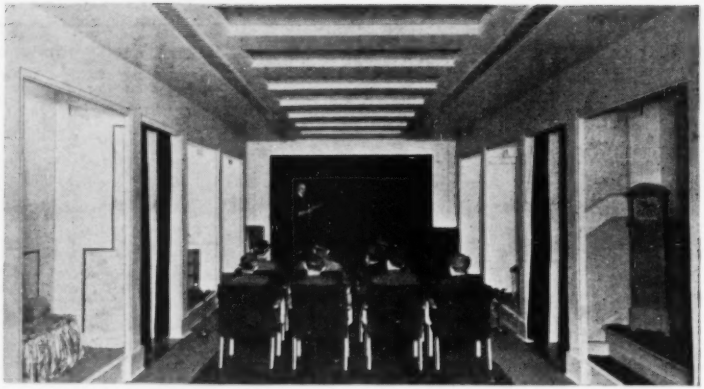
The lads are allowed visitors and at week-ends their parents may visit and stay at the hostels with their sons if there is room. In fact, parents are encouraged to call on their sons.

Care is taken not only in selecting personnel to take charge of the hostels and help run the apprentices' "after hours" activities, but in appointing the instructors and foremen who train them in the various branches of engineering. These men have to possess not only a high degree of knowledge and craftsmanship but a sympathetic understanding of boys and an ability to grasp their problems and assess their needs.

Already the apprenticeship scheme has proved its value. "Old boys" have been accepted for jobs at such important establishments as the Royal Aircraft Establishment at Farnborough, Hants; the National Gas Turbine Establishments; the Telecommunications Research Establishment (where radio and radar are being further developed); and Royal Ordnance Factories. Some youngsters who have passed through the course have gone into private industry, where they are proving themselves assets to firms crying out for really well-trained technicians.

DONCASTER Civil Defence officials, who for the past thirteen years have worked in the basement of the Doncaster Education Offices, are to be provided with new headquarters costing £4,500. Work has already begun on the new building, in which lecture rooms for the training of volunteers and offices for permanent officials are to be included.

During the war Doncaster's Civil Defence was controlled from the old headquarters, but the building is now inadequate.



One of the demonstration centres, established by the Wallpaper Mfg. Co., where training films are shown. Note the "specimen rooms" in wall-alcoves

Films for Training

By E. A. ENTWISLE

Director

Wallpaper Manufacturing Co. Ltd.

IT seems a long time since The Wall Paper Manufacturers Ltd. embarked on the production of a two-reel film demonstrating the intricacies of paperhanging, but it is longer still since the first film dealing with the manufacture of wallpaper was made.

The production of a good film requires careful planning and thought, but it is hardly possible that the producers of these two films could have foreseen the success which awaited their labours or that, with slight revisions and additions, the films would still be doing so well the job for which they were intended.

Instruction and Sales

The object of both films was instructional, but at first their use was restricted to private film displays organised by the company, or its customers, whenever an opportunity presented itself.

It was not until 1935 that the films were circulated more freely and this was due to the formation by the company in that year of a committee composed of representatives of the then Board of Education and bodies interested in the decorating trade, whose aim was to provide adequate facilities for instruction on the subject of wallpaper, and generally improve the standard of paperhanging.

Both these films were 16 mm. two-reelers, with a running time of about twenty minutes, and each film was subsequently given a sound track. It was part of the duty of this committee—the Advisory Committee for the Teaching of Paperhanging—to circulate particulars of the two films to all Art and Technical Schools throughout the country, and by the outbreak of war in 1939, when these activities ceased for the time being, many hundreds of students attending Painting and Decorating classes, had seen them.

The writer was present at a number of these displays and was greatly impressed by the enthusiastic manner in which the films were received. It was the practice in those days to preface the films with a lecture, which was given by a wallpaper expert, and it was found that lecture, films and questions could all be comfortably accommodated within the two hours usually available.

As the students watched the confident, and apparently effortless, way in which the skilled paperhanger handled the pasted wallpaper, there were occasionally murmurs of derision because to them it looked so simple, but the attentive were well rewarded by picking up many a useful tip which it would have been difficult to "put across" in any other way.

The outbreak of war, as mentioned, put an end for the time

being to this form of instruction, but today both films are still as indispensable as ever.

Training on Tour

Early last year, and to mark the jubilee of the company's incorporation, The Wall Paper Manufacturers Ltd. arranged that an exhibition train, comprising two specially converted coaches, should visit all the principal cities and towns in the British Isles. This very successful tour extended over a period of six months, during which over 60,000 people saw the exhibition. But the big attraction, and the one which proved most useful, was the talk on wallpaper and a demonstration of paperhanging which, with the films, was arranged at each of the towns visited. These events were popular for two reasons: first, there was something to be learnt; and secondly, it was the means of bringing men together for the discussion of a subject which was vitally interesting to them. In other words, it was a social get-together as well as an educational occasion.

By this time also a newcomer in the form of a Technicolor strip film, which included a number of interiors decorated with wallpaper, was added to the repertoire, but experience with this showed that the strip film was more suitable for small and more intimate groups than the large audiences which attended the jubilee film displays.

The films are still in great demand at the present time and are being put to a new educational use which in some respects is the outcome of the pioneer work of the pre-war Advisory Committee.

Local Centres

In days gone by the first wallpaper makers, or paper-stainers, not satisfied with having printed the wallpaper—by hand processes, be it noted—went further and made it their business to plan the decorative scheme and hang the wallpaper, which was so important to that scheme. This of course is not possible today, but the manufacturer is still as anxious as his predecessors were that his productions shall be put to the best possible use. To this end the company has established two demonstration centres, one in the North of England and one in London, where weekly courses on all aspects of interior decoration are given to groups of painters and decorators and to apprentices. The comprehensive syllabus has been devised to give the student the maximum instruction possible within the time available, and here again the films play their part as effectively as ever, taking their place quite naturally in a varied programme which includes visits to wallpaper mills, discussions and practical work under the superintendance of practised craftsmen.

The value of the film in this kind of work is undeniable; and there is no doubt that the results of a good film fully justify the labour and thought which goes to its production.

To those who intend to embark on the production of a film, or films of this kind, a word of advice. In some respects it is like that given to the reluctant after-dinner speaker: "Have something to say; say it; and sit down!" In other words, let there be no mistake about the message the film is to convey, or the class of people or section of the public to whom that message is to be conveyed—and further, let the conveyance of that message be done within appropriate limits of time.

It is unnecessary to add that a great deal of time and money can be wasted if these matters are not clearly defined and understood at the outset.

Industrial Welfare & "Social" Health

By ALFRED H. HAYNES
Hon. Sec., Dover Group of Social Workers

ALTHOUGH "Social Medicine" has a reported use of just over a century it is not until comparatively recent years that the full implications of the term have come to be realised. Yet as long ago as 1863, the office of Professor of Medicine in Glasgow University was combined with that of the appointment of the city's first Medical Officer under the old Public Health Acts!

Now that both Medical Science and Social Science have become the concern of the State, the resultant pattern of Social Medicine is recognised as being woven of the weft of the one and the warp of the other. As Professor Thomas Ferguson has pointed out,* Social Medicine is not merely concerned with the environment of the individual and the community—its final purpose is to supply another method of approach to such problems as those of the chronic sick and the convalescent, to the study of rehabilitation, to the advancement of mental health and to an unlimited range of various aspects of national life.

What has all this got to do with Industry? The answer to that question can best be given by relating the efficiency of Industry to the efficiency of the human factor, for, however essential machines may be, it is upon the men and women who handle them that management must inevitably rely. Maximum output cannot be obtained with a mere sufficiency of machines and materials—the overriding factor that has to be taken into account is the availability and the efficiency of men and women to run them. In the knowledge that these essentials are co-related to health and well-being, it is to the resources of Medical and Social Science that Industry must turn if its machines are to be kept running.

The Ministry of Health has expressed the view† that medical rehabilitation and industrial rehabilitation are indivisible, and only when it is realised that the modern concept of Medical Science is the restoration to normal *life* (as distinct from a mere restoration to normal *health*) can it be seen that, running through the different professions of the Physician, the Surgeon, the Rehabilitation Officer, the Social Worker, etc., is there the thread of a common purpose—the return to complete normality.

For some unfortunately, such a concept must remain little more than a theory, but for an ever-increasing number of others, including many for whom Medical and Surgical Science can hold out but hope of a *partial* cure, successful results are being obtained. The work being done at the Ministry of Pensions Hospital at Stoke Mandeville for those suffering from paralysis resulting from spinal fractures is but one example of this forward movement, and it is due to the efficiency of a Social Medicine that, whereas twenty-five years ago paraplegic patients would have been condemned to a lifetime of helplessness and inaction, 75 per cent of the patients

* *(In the course of his Presidential address to the 74th Annual Congress of the Royal Sanitary Association of Scotland held in October, 1949.)*
† *(Ministry of Health Annual Report, 1947.)*

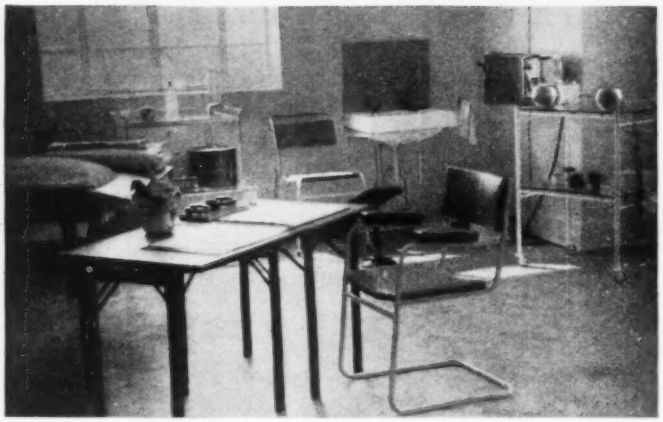
discharged today are able to re-enter remunerative employment. This success is entirely due to the joint efforts of the medical and nursing staffs and lay social workers, who, by the exercise of patient team-work in the spheres of special nursing, rehabilitation and after-care work, have each contributed a quota to a common cause. Similarly, the work being carried out at Roffey Park, Horsham, for those suffering from mental illnesses and neuroses, is bringing back into Industry many who, twenty or thirty years ago, would have been certified for permanent detention in Mental Hospitals.

If the criticism be raised that the incidence of such dramatic results in relation to the total man-power needs of Industry is small, one must remember that approximately 90,000 employers are subject to the "quota" obligation, and that, at the end of 1949, there was a total of 935,000 names on the Ministry of Labour's registers of disabled persons. It is enheartening to note that the number of registered disabled persons placed in employment during 1949 was over 216,000, many of whom would never have been fit for employment had it not been for the work carried out by the Medical and Rehabilitation Centres working in partnership.

Better than Cure

The return to employment of the sick and the disabled is, however, only one of the contributions that contemporary Social Medicine offers to Industry. The mass radiography experiment now taking place in the Rhondda Valley, in which every one of the 30,000 inhabitants of a single district is being invited to co-operate, emphasises the importance now attached to the adage that "prevention is better than cure." The X-ray photograph cannot reveal what is not there, but what it *does* reveal is of prime importance, not merely to the patient who is found to have contracted the disease, but also to those with whom he comes in contact.

Illnesses and lowering of general resistance are admittedly major contributory factors of absenteeism, accidents and loss of output, and it is with the roots of just such factors as these that Social Medicine is concerned. Positive health measures (of which mass radiography, investigation of overcrowded and insanitary conditions, food inspections, etc., are but examples) are all designed to secure the maintenance of the good health of the community; nor should it be forgotten that upon the efficiency of the Maternity, Child Welfare and School Medical Services of today depends the health and well-being of industrial employees of tomorrow. But for the unceasing vigil of the Local Health Authorities in investigating isolated cases of infectious diseases, and in confining small outbreaks to limited areas, it is more than probable that, in some factories at least, production would have had to be suspended today.



Another place where workers needing treatment can save time is Slough, where the Industrial Health Clinic *(above)* operates a mobile "factory-gate" dressing station in addition to other services

It is not only with physical ailments, however, that Social Medicine is concerned, for the complex nature of modern living conditions prevents vast numbers of people from giving of their best, simply because their mental alertness is being disrupted by all manners of anxieties, worries, frustrations and fears. If the modern Welfare Services cannot always provide the cure for such, they can, at least, administer the necessary first-aid. The Trained Social Workers are concerned with the mental and moral processes of life, and it is within their scope and function to help Industry by securing for its employees the answers to their varied personal problems. Many employees are completely ignorant of what the Social Services can do for them in matters relating to domestic difficulties, legal aid, child-guidance, sickness problems, and so on, and it would seem that Industrial Welfare Officers should receive some form of education and enlightenment concerning the Services that are now available.

Industry cannot isolate its workers as "workers" pure and simple—as was pointed out at the 1948 Industrial Medicine Congress, consideration has, at some point or another, to be taken of the whole environment and the need for Industry to establish some form of liaison and method of collaboration with the Health and the Social Services is more than apparent. This can, in my opinion, best be dealt with at local level between Industrial Welfare Officers and Social Welfare Officers, for it is with the *local* services that the vast majority of the community are concerned.

A Lancashire Scheme

An outstanding example of what can be achieved by such co-operation between Industry and Social Welfare is evidenced in the "appointments scheme" of the Park Hospital, Davyhulme, Lancashire, for the conveyance of industrial employees to and from their factories to the Hospital Out-patients' Department. Instead of employees having to lose a day's work in order to attend at the Hospital, it is now possible for them to remain at their employment until about a quarter of an hour before their Out-patient Department appointment and to be back at work within an average of one and a half hours. During the first six months' working the estimated saving to Industry was 6,415 man-hours, equivalent to 802 workers each saving a full days' production; more important, the operation of the scheme has secured for employees early diagnosis and treatment, which, had there been delay, might have had serious consequences, involving lengthy absences from work.

Welfare-in-Action

Industrial Psychology

NEW YEAR discussion group meeting of the Institute of Welfare was addressed by Mr. I. S. Gordon-Brown, of the National Institute of Industrial Psychology, on "Human Relationships and the Activities of the N.I.I.P."—one of the series of "bridge" talks planned to give welfare officers a fuller idea of how they fit into the overall scheme of industrial and social relations. The meeting attracted the best attendance of the season and among those present were several visitors, including two welfare officers from India. The chair was taken by Mr. F. E. Oldfield (hon. Editor of the Institute) who has contributed to our columns on a number of occasions.

Mr. Gordon-Brown began by stressing that all people, everywhere, tend to gather into social groups. There is no deviation from this habit, although the purposes for which such groups are formed will vary immensely from one to the other, but it will be found that in every case the members forming an individual group will be held together by some common bond, be it hobby or religion. Each group will be found to develop habits, customs and attitudes which enable it to attain its purpose and retain its identity.

The varieties of groups which exist include working groups and leisure time groups; groups with good and groups with poor relationships; large and small groups; constructive and destructive groups; short-term groups (public meeting) and long-term groups (family).

The group purpose determines the pattern of relationships in the group. The quality of these relationships varies, however, from group to group, even where the groups have a common purpose.

Within a group each individual member of it plays a rôle which gives him some measure of satisfaction, and which demands from him some contribution to the group.

The happy and contented group, well adjusted to external circumstances, and well integrated in itself, is the most efficient one for industrial purposes. It also provides its members with well-balanced working lives.

A contented group can only exist in industry if—

(a) the material needs of the individuals are satisfied;
(b) the members of the group obtain emotional satisfaction from their work and associates;
(c) the members of the group feel they are, in fact, contributing to the common good;
(d) members feel there is purpose in their activity;
(e) the group is small enough for intimate face-to-face relationships to be established among its members;
(f) each member has the personal qualities and temperament for his job.

The establishment of these conditions is, in general, a problem of organisation, supervision and selection.

N.I.I.P.'s Part

The National Institute of Industrial Psychology was founded thirty years ago to make the results of physiological and psychological

(*Concluded on page* 370.)

The "Tied-Tenant" Problem

By T. J. SOPHIAN
Barrister-at-Law

AN important decision has recently been given by the Court of Appeal which will be of considerable interest to all managements. The case deals with the position of an employer (landlord) who makes an arrangement with an employee that he should occupy certain premises of the employer as a tenant, but only on condition that the "landlord" should be entitled to determine the tenancy upon the tenant ceasing to be in his employment. Usually premises occupied by the tenant will be controlled by the Rent Restrictions Act, and the question that arises in such a case is whether the tenant is entitled to ignore the condition and whether accordingly he enjoys the fullest protection of those Acts, quite irrespective of the particular arrangements made between him and his landlord as regards his occupation of the premises.

In the case in question the tenant was in the employment of an engineering company, which company was associated with another company.

A Detailed Case

The latter company granted a tenancy of certain of their premises to an employee of the engineering company upon certain terms. The material term was that the tenancy of the tenant should be conditional on his being and continuing in the employment of the engineering company, and it was made an express term of the tenancy agreement that if the tenant's employment with the engineering company should *cease for any reason whatsoever*, his tenancy of the premises should automatically come to an end. Subject to the making of the agreement the tenant left the employment of the engineering company of his own free will, whereupon his landlord sought possession of the premises. Now under the Rent Acts, one of the grounds on which a Court is entitled to order possession is where the tenant has broken an obligation of the tenancy, and it was argued in this case that the bargain into which the tenant had entered (that his tenancy should be conditional on his continuing in employment with the engineering company) was such an obligation. The Court however rejected this argument. In their view an obligation of the tenancy meant some obligation which was binding on the tenant *as a tenant* and not merely one that was binding on him as an individual. Accordingly the obligation entered into not to leave the employment of the engineering company had nothing at all to do with the tenancy *as a tenancy* and on that ground the Court held that the landlords were not entitled to possession.

Rent Acts Rules

It might be added that even had the agreement in question been regarded as an obligation of the tenancy, then the answer would have been that it was inconsistent with the Rent Acts and had therefore to be ignored, since a tenant cannot contract himself out of his rights under those Acts, and to permit the landlord to obtain possession because the tenant ceases to be in a certain employment would be adding another ground to the grounds on which possession could be recovered under the Acts.

In other words a landlord if he is seeking to recover possession under the Acts must bring his case within one or other of the grounds which are specified in the schedule to the 1933 Rent Act. He cannot rely on any other ground, even though the tenant may have entered into an express agreement with him to give up possession in such circumstances.

LATEST WAGES NEWS

AGRICULTURAL WORKERS—Some 90,000 Scottish farm workers have been awarded an increase in their minimum wage rate to bring them into line with comparable workers in England and Wales. The new rates agreed by the Scottish Agricultural Wages Board mean increases of 6s. and 5s. to general male and female workers at 20 and 18 years of age respectively, increases to other grades in proportion, and the deletion of tractor workers from the list of specialists. Adult male workers are to get £5 a week, shepherds £5 11s., and adult specialists £5 8s. 9d. The new rates operate from February 26, 1951.

BANK EMPLOYEES—Representatives of the National Union of Bank Employees have approached the employers with a request for the establishment of a national minimum salary and wages scales. The proposed scale ranges from £190 for a probationer aged 16 years, to £700 for a qualified clerk at 36. Provision is made for higher pay for posts of responsibility, and the scheme includes a cost-of-living allowance.

BUILDERS—About 1,250,000 building trade workers receive an increase of ½d. per hour under their cost-of-living scale as from February 5, 1951. The National Federation of Building Trades Operatives are pressing for an all-round wage increase of 6d. per hour.

CIVIL SERVANTS—Wage increases estimated to cost about £1,250,000 a year have been awarded by the Civil Service Arbitration Tribunal to typists and clerical assistants in the Civil Service. Increases range from 8s. to 14s. a week for shorthand-typists, 9s. to 13s. for copy typists, 5s. to 14s. for women clerical assistants, and 10s. to 13s. for male clerical assistants.

The Society of Civil Servants and the Treasury have agreed to salary increases for two executive grades—chief executive officer and assistant accountant general. Salaries for a chief executive officer will range from £1,100 by annual increments to £1,325, and for an assistant accountant general from £1,325 to £1,475.

FLAX AND HEMP WORKERS—The Flax and Hemp Wages Council have submitted proposals to the Minister of Labour and National Service for a wage increase of 5s. 6d. per week for adult male and female workers.

MEDICAL OFFICERS—Two thousand medical officers employed by public authorities in England, Wales and Scotland have received salary increases. Minimum salaries of those employed as Medical Officers of Health now range from £1,450 to £2,300, according to size of population. Salaries of those employed by authorities with a population of over 600,000 remain at the discretion of the authority. New scales for senior medical officers range from £1,250 by annual increments to £1,650; and for assistant medical officers from £850 to £1,150.

MINERS—Wage increases to miners of 1s. 2d. a shift to underground workers and 10d. to surface workers, raising minimum weekly wages by 7s. and 5s. to £6 7s. and £5 10s. respectively, have been agreed between the National Coal Board and the Union. The pay of young workers has been increased by 10d. a shift, or 5s. a week until they reach the adult minimum. Wages of craftsmen and winding enginemen have been increased by 2s. a shift to £1 5s. a shift, and the craftsmen's extra money for working underground by 4d. to 2s. 10d. a shift. The Board also agreed to make an initial grant of £2 million towards a contributory pension scheme, and while they could not agree to the claim for two weeks' annual holiday with pay this year, they accepted it in principle and promised to introduce it when the output situation permitted. In return for these concessions the union has agreed to do its best to increase output by extra Saturday working, a campaign against absenteeism and unofficial strikes, the appointment of joint vigilance committees, employment of foreign workers, and similar measures.

PARK KEEPERS—The Civil Service Arbitration Tribunal has agreed on the following pay increases to keepers in royal parks. There is to be a general increase of 12s. 6d. a week on the minimum rates. On the maximum rates they will get an increase of 17s. 6d., the new weekly rates being £5 17s. 6d. rising to £6 7s. 6d. Sergeants and Inspectors are to get a flat-rate increase of 12s. 6d. a week making their new scales £6 16s. 6d. and £7 7s. 6d. respectively.

SILK WORKERS—Rates for time-workers in the silk industry are being increased from February 16, 1951, by 7s. 6d. for men and 6s. for women. Increases to pieceworkers will operate on graduated scales.

TRANSPORT WORKERS—Provincial bus workers have received a wage increase of 7s. 6d. per week, with the exception of washers and labourers who have received an increase of 6s. 6d. per week.

WEAVERS—More than 150,000 workers in the cotton and rayon weaving industry have received an increase of 10 per cent on current earnings as the result of an aggreement between the Northern Counties Textile Trades' Federation and the Cotton Manufacturers' Association. Average earnings of men will be increased to £7 11s. per week and those of women to £5 0s. 10d.

SILVER JUBILEE IN FLEET STREET

Directors of Fox Photos Ltd., leading Fleet Street Press photographers, whose work has often appeared in our pages, toasting their 250 staff and guests on the occasion of the firm's 25th Anniversary. Dinner was followed by an all-star cabaret

From left to right, Mr. J. Duncan Ferguson, Mr. Reg. Salmon, Mrs. Fox and Mr. R. W. H. Fox raise their glasses in appreciation of a quarter of a century's team-work

Sir Godfrey Ince —G.C.B.

H. W. Coleman (Birmingham)—C.B.E.

Richard Coppock —Knight

HONOURS LIST: Among those honoured in the New Year's list were:

KNIGHTS BATCHELOR, Coppock, Alderman Richard, general secretary, National Federation of Building Trades Operatives, Member Advisory Council, Institute of Welfare; Lloyd-Roberts, Richard, head of Personnel Management Branch, Ministry of Labour, former president Institute of Personnel Management.

ORDER OF THE BATH—**(G.C.B.)**, Ince, Sir Godfrey Herbert, Permanent Secretary, Ministry of Labour. **(C.B.)**, Sargent, S. D., Director of Personnel and Accommodation, G.P.O.

ORDER OF THE BRITISH EMPIRE—**(C.B.E.)**, H. W. Coleman, Chief Officer, Birmingham Fire Brigade; J. C. Jones, Director of Education, Polytechnic, Regent Street, London. President, London Section, Institute of Industrial Supervisors. **(O.B.E.)**, Threlkeld, T. P., Superintending Inspector of Factories. **(M.B.E.)**, Hawkins, A. W., Manager, Government Training and Industrial Rehabilitation Centre, Leicester.

Building: Incentive Plans

(1) N.F.B.F. Scheme

THE National Federation of Building Trade Employers and the National Federation of Building Trades Operatives have agreed to a new plan for the introduction of incentive schemes in the industry which, without making them obligatory, will provide machinery to enable operatives to bring pressure on employers who do not introduce them.

Both sides have agreed upon experience that incentive schemes over the past three years have resulted in increased production and higher earnings, and both sides are in favour of their extension, but because the system is still regarded as experimental no precise and detailed scheme has been laid down.

The federations are setting up special joint advisory panels in each region, and where operatives are dissatisfied with the working of the scheme on a site, or where there is no scheme, they may apply to the panel through their union organiser and the panel will give guidance. Similarly, where an employer is not getting co-operation from the operatives in the introduction or working of a scheme, he too can report the matter to the panel.

(2) M.O.W. Report

A SURVEY, published by the Ministry of Works, shows that the payment of incentive bonuses appreciably lowers man-hours in house building, thereby increasing productivity and decreasing costs. The survey was carried out in 1949 and covered 160 local authorities' housing sites, comprising more than 3,000 three-bedroomed houses. The average site had twenty houses, and rough checks made on each site gave no evidence that incentive payments produce inferior workmanship. An incentive payment of £30 per house was paid on half the sites investigated.

On an average, for every £5 bonus paid per house there was a saving of 2 per cent in man-hours. Allowing for the cost of bonus payments, this meant an average net saving of £2 in labour costs for every £5 in bonus. The effect on toal costs was even greater—on average £5 per £5 of bonus—because increased speed of work reduced site costs. It was found that man-hours were lower on larger sites; each additional ten houses reduced man-hours and labour costs by 2½ per cent.

PRESS COUNCIL

DRAFT proposals have been put forward by the English and Scottish newspaper proprietors' associations for the constitution of a Press Council, as recommended by the Royal Commission of the Press. The most important aim of the Council will be the maintenance of the freedom of the British press, but it will also seek to promote the education and training of journalists, encourage research, and keep an eye on developments likely to restrict the supply of information of public interest.

It is proposed that the Council should be a voluntary organisation, composed of twelve managerial members, twelve editorial members, and a chairman. These proposals are being considered by the various journalists' organisations.

Productivity Teams

A SPECIALIST team, the first of three, arranged by the Anglo-American Productivity Council to study education and training for industry in the United States arrived there last month. The team included representatives of management, trade unions, Ministry of Labour, Ministry of Education and the Scottish Education Department, and technical colleges.

A team is also leaving this month to study American coal mining. Output a man-shift is much higher in the United States than in this country, partly because of more favourable conditions.

Termination of Marshall Aid has not affected provisions for technical aid through such bodies as the Anglo-American Productivity Council. In two years thirty-six teams have visited the United States, and it is expected that they will continue at the rate of two or three a month throughout the coming year. In addition there will be return visits by American teams to this country.

Festival Visits To Factories

BRITISH manufacturers who are willing to receive visitors to their factories during the Festival of Britain are invited to send particulars to the Council of Industrial Design. The Council will compile a list of such firms and arrange for it to be carried at all Industrial Information Bureaux in the official Festival Exhibitions. The list will be issued to visitors on presenting a trade or business card.

Manufacturers who would like their names to appear on the list should write to Mr. S. D. Cooke, Council of Industrial Design, Tilbury House, Petty France, London, S.W.1 (or telephone Victoria 8484) enclosing in addition to the name and address of their factory some particulars of the goods they make, the approximate number of employees in the factory, or other indication of size, the most convenient days and hours for receiving visitors and the person to whom visitors should apply in advance.

Details of languages spoken by staff available as conductors will be welcome.

SIR ALLAN GORDON-SMITH (chairman) announced at the annual meeting of S. Smith and Sons (England) Ltd. that the Board was considering setting setting up a profit-sharing scheme for all its workers.

Welfare in Civil Defence

Although industry still waits a lead on Civil Defence, the problem of our new precautions begins to show. Factory plans will be ammended, we gather, "in due course," but in the meantime works' executives should read whatever information comes their way, to build up a background for which to develop their own schemes.

THE great tasks which would confront the welfare section of the civil defence organisation in the event of an attack with atomic weapons were suggested by Wing Commander Sir John Hodsoll, Director-General of Civil Defence, when he addressed a January meeting arranged by the County of London Women's Voluntary Services.

The provision of services such as rest centres for refugees and bombed-out persons would require much improvisation, he said. All sorts of things might happen, but although equipment was destroyed and arrangements were completely disrupted the welfare section would have to carry on. Attacks on a heavy scale would inevitably make more people homeless than during the last war.

Those in the civil defence organisation must make up their minds how to deal with them. He believed that not enough rest centres had been planned. Under a heavy attack on a big city, those for which provision was now being made might not begin to meet requirements, and a great many might be destroyed or damaged. His hope was that exercises would be arranged to throw such problems into high relief and permit a practical approach.

Operational Groups

Insisting that all civil defence plans should be related to those of neighbouring areas, he pointed out that the effects of atomic bombing would extend beyond the limits of any one borough. It was proposed to re-create the operational group system.

Any tendency to think in terms of events during the last war should be avoided, because they were penny packets in comparison with what would happen if atomic weapons were used against the country. The facts, however awkward or unpleasant, must be faced. Although the atomic bomb was a terrible weapon it did not provide an insoluble problem. Those in civil defence did not win their fight in the last war by saying there was no answer. That was the way in which to face the new risks—not frightened, and absolutely determined to conquer them.

A risk recognised was one half met. It was the element of surprise, above all else, that it was necessary to combat. At some stage the general public would have to be informed about the risks, and what were the answers so far as could be said. The more knowledge was increased, and the more the feeling of usefulness in the face of modern weapons was encouraged, the better. The organisation was not yet ready to launch into the wider field, and civil defence members and the W.V.S. could help a great deal.

The Dowager Lady Reading, chairman of the W.V.S., pointed out that many of the services being given by the W.V.S. were identical to those which would be required in the evacuation and reception of people in war. Every job the organisation was likely to be asked to do in the welfare section of civil defence was one in which they were being exercised today, and she asked that the services should be regarded as opportunities for instruction.

Re-armament and Man-Power

THE effect of rearmament on the distribution of labour is reflected in the manpower statistics issued by the Ministry of Labour last month. Figures show an increase of 20,000 workers in the metal and engineering and vehicle industries during November. The labour force in these industries increased by 43,000 between the middle of 1948 and the middle of 1950, and there was a further increase of 72,000 between the beginning of September and the end of November last, bringing the total up to 4,019,000. There was an increase in all manufacturing industries of 42,000 during the month.

There was a seasonal increase of 28,000 in the distributive trades, but a decline in basic industries (8,000), building and contracting (10,000), financial, professional and miscellaneous (13,000). The total number in civil employment rose by 38,000 — all women.

MINING ACCIDENTS REDUCED

THE Chief Inspector of Mines, in his report for 1949, states that figures for accidents in mines are at a record low level, but the total is still too high to accord with good mining practice. Figures for accidents arising from the use of explosives are very unsatisfactory and wholly unjustified by mining conditions and recent developments in shotfiring practice. Another disturbing feature is the increase of nearly 40 per cent in the number of fatal accidents on the surface.

The general position in industrial diseases is even less satisfactory, and there is need for much improvement in the methods now used for the suppression of airborne dust, the only way to prevent pneumoconiosis. Precautions against coal dust are usually carried out promptly and diligently, and the same attitude should appear towards the now more serious stone dust risk.

The report shows that in the year under review, 460 people were killed and 2,180 seriously injured in mines. Of those killed, 238 died as a result of falls of ground and 109 on haulage. Only nine were killed and forty-two seriously hurt as a result of explosions and fires.

Mr. C. H. Taylor, blind shorthand-typist at the Ministry of Labour
(see story below)

REPORT of the Working Party on Blind Persons traces the stages by which the mediæval idea of incapacity in the blind has been discarded. Blindness is a handicap which can be, and in innumerable instances is, overcome. "Employment is both a part of the process and its reward. The value of employment to the blind is that it enables them to enter fully, despite their handicap, into the life of the community—to live active, happy, cultured, and contributive lives of their own."

On the other hand, the employer's position has to be considered and "An employer has to make his business pay, and no plan for placing blind people in industrial employment can hope to succeed on any other basis than that the blind worker can and should do a full week's work in return for a full week's wage."

The Report recognises blindness as a handicap, but as a handicap which can be, and in numberless cases is, overcome. It makes no appeal for pity.

Each year the Joseph Lucas Organisation stages a series of Christmas parties for employees' children at the firm's various factories, and this year a Lilliput Village was the special attraction at the Great King Street works in Birmingham. The fantastic miniature township shown in this photograph was designed and manufactured from scrap material by the Advertising and Display Department. Over 2,000 children attended this year's parties, and Lilliput Village was constantly thronged with sightseers

TWO NEW WAGES COUNCILS

THE Minister of Labour and National Service has decided to take steps to give effect to the recommendations of the Commission of Inquiry appointed to consider the establishment of a Wages Council for the wholesale and retail bread and flour confectionery distributive trades. The Commission recommended that two Wages Councils should be established, for England and Wales and for Scotland, for workers engaged in the retail, but not the wholesale trade.

The field of operation of the existing Central Co-ordinating Committee for the Retail Trades and Hairdressing Wages Councils should also be varied so that it should operate in connection with the proposed new Wages Councils.

Productivity Prize Essay

NEEDLE Industries Ltd. (Redditch) offered a prize of £20 to the team of ten of their employees which prepared the best essay on the Productivity Exhibition held at Birmingham Technical College last month. The essay had to show the best way in which methods and techniques demonstrated at the exhibition could be applied to their own organisation.

This group of young W. H. Smith and Sons' employees all won prizes (some of them certificates of the Royal Society of Arts) for good work at the Kingsway Day College in 1949-50. The photograph was taken at Strand House when prizes were presented by the Hon. David Smith who has recently become a Governor of the College

British Film Production

A CONFERENCE of film workers held in London last month discussed a ten-point programme to deal with the crisis in British film production put forward by the Film Industry Employee's Council, which is composed of five trade unions covering technicians, electricians, actors and musicians. Among the council's recommendations were that the Government should prevent the sale of studios for other purposes; the Film Finance Corporation should extend its funds to maintain independent productions; a greater proportion of box office receipts should be returned to producers; and the exhibitors' quota of 30 per cent for British films should be increased.

A similar conference was held by National Association of Theatrical and Kine Employees who proposed: that the Government should place at the credit of Film Finance Corporation up to £20,000,000 a year—half the amount of the year's entertainment tax; that the Treasury should plough back into the industry the ¼d. a seat it took from the increase of Id. a seat made last year; the return of the renter's quota which it could bring back by encouraging Americans to make films here and maintain full employment in British studios.

Latest Wages News

ELECTRICIANS — About 110,000 manual workers in the electricity supply industry have received 1½d. an hour increase as a result of an agreement announced by the National Joint Industrial Council. It is estimated that this increase will cost more than £1,500,000.

FIREMEN—About 20,000 firemen through the Fire Brigades Union, have asked the National Joint Council for Local Authorities' Fire Brigades for an increase of 15s. a week.

Holidays Doubled

THE Standard Motor Company have granted all hourly-paid employees a fortnight's annual holiday with pay in recognition of their efforts in increasing production and efficiency. The August Bank Holiday Monday and Tuesday, which form part of this fortnight's holiday, are to be paid holidays so that each employee will receive pay for two five-day weeks at the appropriate base rate. The decision has been made in consultation with officials of the Confederation of Shipbuilding and Engineering Unions.

Emotional Sickness and Industrial Accidents

By A. E. HOPKINS

IN a certain factory in the Midlands every possible precaution against accidents to employees had been taken, but despite all efforts and vigilance, a small but persistent percentage of personal injuries still occurred. A search for possible causes proved negative until the personnel manager had a brainwave. He had observed, and his records proved him right, that the same persons were on the injured list repeatedly and he made it his business to find out the reason for this coincidence. It was a delicate undertaking, but success rewarded his tactful efforts. Disturbing happenings in the private lives of these people were reflected in their mental condition whilst at work, making them prone to accidents—they were in fact "emotionally sick."

A typical example was that of a married woman who was healthy, of exemplary character, an excellent worker, with a normally happy disposition, but observation had shown that she was subject to occasional fits of depression. It was during these periods that she became a victim to accidents in the workshop. The assistance of the nurse was enlisted and she ascertained that the woman and her husband were of Irish origin and both had inherited fiery tempers. Whenever these clashed the quarrel which ensued was very disturbing, and its effect on the woman lasted for a day or two.

The solution was tactical—the foreman of her department was quietly informed of the position and it was arranged that she should be given a non-hazardous job at these times. Over a period of 12 months, after this approach to a delicate problem, the woman never attended the works surgery for accident treatment.

Another woman, single this time, was also "accident-prone." It seemed that a very trying mother was the cause of occasional outbursts of rebellion on the girl's part, against her persistent tyranny After such an outburst at home, sure enough, next day an injury occurred. Perhaps only a cut finger or a bruised foot through dropping something on it, but still an accident. The solution in this case was a direct approach to the young woman. On advice from the personnel officer she obtained a room of her own, settled in comfortably and the accidents ceased. Emotional sickness was again the cause of the proneness to accidents.

Domestic Troubles

In recent times many such cases have been recorded, and many of the accidents in factories, which injure and sometimes kill, can be traced to causes outside the place of work. A prolific cause of industrial injuries is the emotional state of worry. The trials of home life today, parenthood, being in love and other disturbing states of mind cannot be left outside the factory gates. They accompany the worker to the bench or machine and stay with him or her as the case may be.

A wife's sickness and an unpaid bill, a bereavement or a broken window at home, can be linked up to a broken leg or an injured skull in the factory much oftener than many an employer realises. It is, therefore, much better for a worker to clear up his outside troubles before he continues working. If this is not possible, the personnel manager can enlist the help of the management, to see that for the time being a job is found where lapses from concentration cannot do much personal harm.

Transport Workers

Emotional sickness can be a very serious matter for transport drivers. Accidents occur from this cause and the drivers can give no satisfactory reason for them. They just happen, so the obvious solution is to take the men off driving altogether and give them work inside where they cannot damage themselves or others. If this group of workers happen to suffer misfortune in their private lives the accident curve will rise sharply. Theirs can be a very dangerous emotional sickness state.

In all cases where new employees are taken on the interview should be carried out very thoroughly. Records from previous employment should be available to the personnel manager and these should reveal the "accident-proneness" of the applicant. Even though the record shows only a series of very slight accidents, it may well be that the very next will reach major proportions if notice and action be not taken. Non-hazardous jobs should be found for all such persons.

The training of work supervisors, personnel managers and nurses should include practice in sympathetic interviewing. Many home troubles affecting a worker's mental condition are brought into a better perspective, if they are discussed with real understanding. A well-trained, sympathetic personnel manager can give moral support and often offer very sound advice.

The periodic visit of the psychiatrist to help solve cases of emotional sickness gives good results, and workers and production benefit. It has happened that the personnel manager or supervisor has been found unsuitable to receive confidences; and a change of interviewer has brought about the condition of trust and understanding that is so necessary when dealing with cases of emotional sickness. Some people have a lifelong history of minor accidents right from childhood days, and the help of a consultant may prove invaluable in such cases.

Many firms today are becoming more conscious of "accident-proneness" and are doing all they can to avoid its possible results.

"Outdoor" Safety

INCREASED night work has given new importance to adequate outdoor lighting. Outdoor lighting should prevent accidents and ensure plant security. Boundaries, entrances and exits must be well lit, and so should all stores, loading platforms, roads, rail tracks, car parks, and working spaces. When planning outdoor lighting it should be considered in terms of overall lighting requirements. This eliminates accident hazards and wasteful power consumption by providing enough light where needed, with no unnecessary duplication.

(*Safety Maintenance and Production*, December, 1950.)

All Our Recruits Get A Safety Talk

By HENRY ALLEN
Safety Officer
Birmid Industries Ltd.

AS a safety officer responsible for accident prevention in four factories, one of my main problems —and it is the problem of every management—is to establish "safety-consciousness" in operatives. We all know the sound modern theory that all mechanical equipment must be made fool-proof and that it is the machine which must be guarded and not the worker, but even with complete efficiency in that sphere there remain a hundred-and-one accident potentials that, argue as one will, could have been prevented by more awareness by the employee concerned.

How therefore can one root deeply this "safety consciousness"? Efforts have been many, varying from the striking posters issued by the Royal Society for the Prevention of Accidents which adorn most factory notice boards, to internal accident charts pictorialising the particular firm's weekly accident rate. Statistics over a long period have shown me that a large number of accidents occur to operatives with less than six months' service and, as one of the methods of tackling this proven incidence, I have established a system which I want briefly to outline here. It has produced results.

It is what is known in our factory as the "Safety Talk," and it is an established part of employee induction. Within a week of starting on the job (not on the first two days, when so much other environmental atmosphere has to be absorbed and new impressions imbibed) all new employees assemble in the Conference Room—men, women and youths under 18 being kept separate for meetings. The Conference Room is deliberately chosen as the *mise-en-scene* to provide appropriate dignity and sense of the importance of the occasion. Then the seated group is given an outline of the several situations where personnel awareness of safety is necessary. Since the special job of each is known to the safety officer, this talk is easy to illustrate in detail with the specific examples.

WOMEN (year ending 29.7.50)		DIE COREMAKERS	SAND COREMAKING	DRESSERS	PRODUCTION MACHINISTS
		1	18	35	17
ABRASIONS	Hand	1 in 84	1 in 571	1 in 42	1 in 225
	Head	NIL	NIL	1 in 1260	NIL
	Below Waist	NIL	1 in 3425	1 in 315	1 in 1427
	Above Waist	NIL	NIL	1 in 630	NIL
BURNS	Hand	NIL	NIL	1 in 1260	1 in 2142
	Below Waist	NIL	NIL	1 in 1260	1 in 2142
	Above Waist	NIL	NIL	1 in 1260	1 in 714
BRUISES	Hand	NIL	1 in 1712	1 in 180	NIL
	Below Waist	NIL	NIL	1 in 315	1 in 2142
	Above Waist	NIL	1 in 3425	1 in 630	1 in 2142
CUTS	Hand	NIL	1 in 343	1 in 15	1 in 56
	Below Waist	NIL	1 in 3425	1 in 315	1 in 2142
	Above Waist	NIL	1 in 3425	1 in 210	1 in 1427
CONTUSIONS					
	Below Waist	NIL	NIL	NIL	NIL
	Above Waist	NIL	1 in 1030	NIL	NIL
EYES	Foreign Bodies	NIL	1 in 3425	1 in 210	1 in 428
	Burns	NIL	NIL	NIL	1 in 1427
FRACTURES		NIL	NIL	NIL	NIL
SPRAINS & STRAINS					
	Below Waist	NIL	NIL	NIL	NIL
	Above Waist	NIL	1 in 3425	1 in 210	1 in 2142
SCALDS		NIL	NIL	NIL	NIL
ELECTRIC SHOCK & Burns		NIL	NIL	NIL	NIL
LACERATIONS					
	Below Waist	NIL	NIL	NIL	NIL
	Above Waist	NIL	NIL	NIL	1 in 2142
GASSING & POISONING		NIL	NIL	NIL	NIL

This part-chart from Mr. Allen's factories indicates how clearly accident-incidence can be analysed

Good Housekeeping—

It all sounds and indeed is, absurdly simple, but so many accidents occur because there has been no spotlighting of the trivial accident risks that checks the daily working of any industrial shop, with possibly serious results. Impressing on employees the need for keeping gangways clear, for not cluttering up the surrounds of workbenches and so on, seems almost too elementary for analysis, but it is a fact that this important business of "good housekeeping," with all that it entails, can be performed to 100 per cent efficiency only by the operatives themselves. You can set labourers perpetually to clear up, but unless each and every worker co-operates, there will never be a clean bill of health on this matter. In any engineering factory it is incredible how many accidents occur through employees tripping over fallen components, stumbling against wheelbarrows, bumping into plant which has wandered from its correct position. Connected with this is the need to convey exact instructions on the stacking of material. Every factory man knows how frequently one can go to a stack of boxes, tubes, etc., only to find that a little pressure on the top will cause the whole mountain to cascade down.

—and Weight Lifting

There are countless other points, too many for enumeration here, which can and should be referred to in the Safety Talk. Operatives should, for instance, be persuaded to assess weight lifting and to be chary

of heavy weights. The number of cases of hernia that ought never to have occurred reaches annually, alarming proportions, and innumerable production time is lost through strained backs, pulled muscles, wrenched shoulders and so on.

Importance of Protective Clothing

Few aspects of safety where employee co-operation is essential and imperative, loom larger than that concerning protective clothing. It is hopeless to supply protective clothing and then to assume that it will be worn; what is necessary is to agree with the wearer the best and most comfortable form of equipment which will offer him or her complete protection on the actual job to be done. There are two outstanding examples where this kind of employee advice often reaps results—women will wear headgear they have selected and even designed, and men will wear goggles that, as a result of trial and error, prove to be the kind they like best.

In my experimental work on these safety talks it has been interesting to note how much useful follow-up arises.

Safety Suggestions

Many valuable ideas for instance, have been put forward by operatives who, having been given an outline of safety devices and techniques, go back to their job with a critical eye and later make suggestions for improved techniques. It is often falsely asserted that the typical factory-hand, in an intensively industrialised area, has a sort of sixth sense or innate safety-awareness. I see no justification to believe this theory at all, but I have definitely found that when a problem is explained and co-operation sought in its solution, then the idea falls not on stony but on fruitful ground.

Approximately 45 minutes is allotted to these Safety Talks and as a safety officer employed by his company to get results, I can say unequivocally that these sessions are infinitely worth while. And our statistics give most welcome and encouraging proof of this.

I.C.M.A. Changes Name

INDUSTRIAL CATERING MANAGERS' ASSOCIATION, formed in 1947 as the result of a split in the ranks of the Industrial Catering Association (which is still in being) has changed its name to the Catering Managers' Association of Great Britain. As Miss J. Campbell Kerr (*Babcock and Wilcox Ltd.*) stated at the meeting held at Birmingham at which the decision was finally taken, the word "industrial" has for some time only inadequately described the membership of the Association as so many of its members are in commercial establishments, the school meals service and institutional and municipal catering.

The Council had felt it wise to broaden the outlook of the Association and set a standard high enough for any type of catering. What was good enough for industrial catering, said Miss Campbell Kerr, was good enough for catering as a whole. She remarked that it was hoped to extend the present structure of the Association into a strong and valuable organisation representing managers from all branches of catering. It would be an employees' association, made up of people engaged in improving the standard of catering.

The decision to alter the title was taken after the result of a postal vote of members had been communicated to the meeting.

Co-op. Caterers

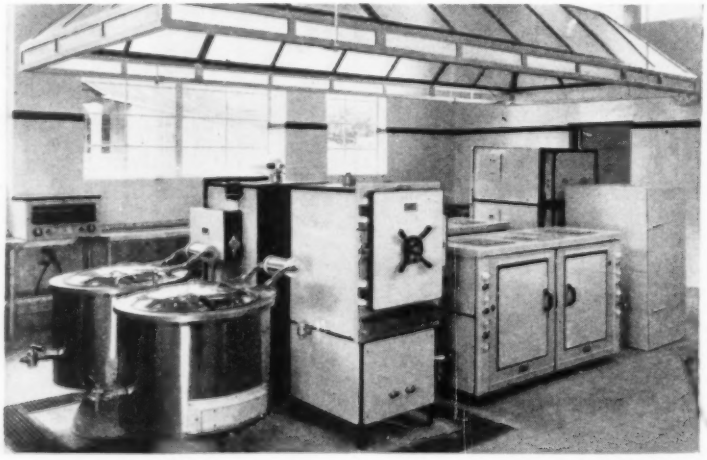
ONE outcome of the first national conference of catering managers of Co-operative Societies, held at Nottingham in December, may be the formation of a Co-operative Catering Managers' Association. A committee has been appointed to investigate possibilities of founding such an organisation. Seventy delegates were present at the meeting, which was organised by the Nottingham Co-operative Society, whose catering manager is Mr. D. B. C. Connacher.

Many of the retail Co-operative Societies in this country have catering departments, with restaurants, cafés and facilities for catering for outside functions. Canteens are also operated for employees by many Societies.

Eliminating Canteen Risks

WHERE there is grease, fire and steam, there are bound to be accident risks. But half the accidents which occur in canteens are the result of thoughtlessness and carelessness, and canteen managers should eliminate risks at every possible point. Install non-skid flooring or treat existing floors to prevent slipping. See that staff wear suitable shoes. Check kitchen equipment and replace worn out, leaky and otherwise dangerous equipment. Modern aids are now available for most kitchen processes, and will save considerable time and effort; remember that tired staff are accident-prone. But in using kitchen machinery see that the safeguards provided are understood and properly used.

(*Factory Manager*, December, 1950.)



Above, **the new "Lotus" canteen kitchen has adopted the "island site" layout with metal and glass ventilation canopy.** *Opposite*, **the Servery showing hot cupboards and view into washroom—and the canteen**

While the architect, the canteen manager and the chef may have their own ideas about canteen and kitchen layout, it is difficult to co-ordinate their varied wishes without the service of specialist experts. Managements with "canteen-trouble" may be very considerably helped by makers of kitchen equipment who have an overall knowledge of such problems.

Overall Plan Basis for Model Canteen

By Mrs. L. O. TWISSELL

Canteen Manageress

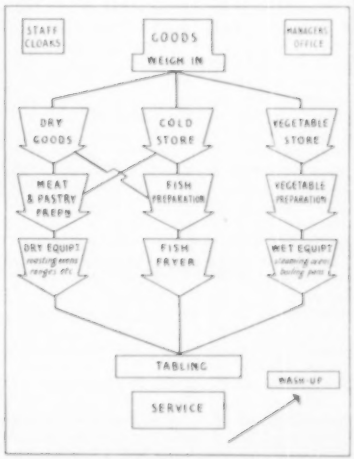
Lotus Ltd., Stone, Staffs.

THE advantages of starting from scratch in planning a canteen are obvious, and when the architect and the equipment suppliers can plan together the result should be just about perfect. This is in fact what happened at Lotus Ltd., Stone, and the result is a model canteen of which we are all very proud.

The canteen block is entirely self-contained and separate from the factory building. The main canteen is designed both as a dining-room and as a social centre, and has a first-class stage, with fitted dressing rooms, and storage space for "props" in the basement. There is also a projection room built in over the entrance, so that the canteen can be used for film shows. The beech-wood flooring is excellent for dancing, table-tennis, etc. Large windows fill two sides of the hall, which is decorated in ivory and brown, with discreet touches of gilt relief in mouldings and lamps, a colour scheme which is both attractive and practical. When ready for meals, the canteen is set out with tables in cream or green metal with glazed tile tops, seating four people each, and cream metal chairs of the stacking type upholstered in green Dunlopillo. About two hundred people can be accommodated at one sitting. All tables are set with cutlery, etc. before each meal, so that the diners only need to collect their food from the counter and return used cutlery and crockery to the appropriate hatch. This avoids crowding and confusion at the counter through people collecting cutlery. In addition to the main dining room, there is a smaller room for "staff," and a directors' dining room. Both these rooms are served by waitresses; for "staff" an extra 3d. per meal is charged. Tickets are sold each morning in the factory, and for 1s. 6d. employees get soup, meat, two vegetables, sweet and tea; tea is available at 1d. per cup for those not taking a full meal. The menu offers a choice of dishes, and the main items are posted on the menu board each day in advance. The lay-out also provides for cloakrooms and an office for the canteen manager. The whole block is centrally heated and air conditioned.

Shutters if Wanted

Roller shutters are provided so that when the canteen is being used by employees for social functions, the kitchen can be locked up, leaving the servery open for use. Another set of shutters in the front of the service counter can close up the kitchen and the servery as well, if needed. Normally, however, all the shutters are raised and the whole kitchen is open to view. Most people will agree that a view of the food in course of preparation and service helps considerably to eliminate suspicions in the minds of canteen users as to the peculiar things that are supposed to happen in canteen kitchens. (Always provided, of course, that you have nothing to hide!) In our case we have the most clean, up-to-the-minute all-



"Simplex" chart for efficient canteen production-flow

electric kitchen that any employee could wish to see.

Here again the colour scheme is mainly cream; the walls are tiled in cream and the floor is of buff-coloured quarry tiles. The ceiling is made of a special absorbent material which prevents moisture from running down the walls. All the cooking equipment is vitreous enamelled in two-tone ivory, while preparation fitments, table tops and service counter, are carried out in stainless steel. The service counter is something of a special feature in that it is a continuous run of over 24 ft. of stainless steel with no noticeable joins. There are no barriers at this counter; the pillars which form part of the general structure of the hall mark out the bays at which soup, meat, sweets and beverages are served. A rack runs along the front to provide for the passage of trays.

Importance of "Work-Flow"

The kitchen itself, which was planned and equipped by Simplex Electric Ltd., is a good example of the avoidance of unnecessary and confusing traffic of staff and goods. A direct "work-flow" from the delivery point and weigh-in of stores to the dining hall ensures the maximum efficiency with the minimum of labour. Another important planning point is the segregation of wet and dry processes. The vegetable store and vegetable preparation rooms adjoin, and are next to the wet cooking appliances —two 6 cu. ft. *Creda* steaming ovens and two *Smith and Wellstood* 20-gall. boiling pans—which are arranged at one end of the site for cooking equipment in the centre of the kitchen, and surrounded by a gulley in the floor. The dry goods store adjoins the meat and pastry preparation which are near the roasting and baking equipment on the centre site. This consists of two 8 cu. ft. *Creda* double oven ranges, one *Creda* proving oven, and one *G.E.C.* two-deck pastry oven. The *Rouse* two-pan fish fryer is placed against the outer wall to allow for direct ventilation into the open air, and is adjacent to the cold store and fish preparation. The service counter is equipped with four 6 ft. *Creda* hot cupboards, and a *Stotts* café set stands at the end bay where beverages are served. In addition, there is a *Creda* sectional grill, and a *Swallow* mixer. The centre site which accommodates the major part of the cooking equipment is covered by a glass ventilation canopy, and the whole kitchen is light and airy. Leading out of the servery is the china store and beyond that the washing-up room which is fitted with a *Staines* automatic washing-up machine.

It will be appreciated that this grouping together of stores and equipment used for different processes makes organisation of the kitchen work a comparatively easy matter, and effects a considerable saving in time and temper. This is particularly important in its effect upon speed of service: every canteen user wants to be served immediately so that he can spend the maximum time over his meal or engage in some personal pursuit afterwards It is also important because it ensures that the food is served fresh and hot. Good food, well cooked, and speedily served—all at a moderate price—are the aims of all canteens, but this happy state of affairs can only be accomplished if the kitchen is properly planned and equipped for the job.

Personnel Bookshelf

CRITICAL CONTACTS

HOWEVER important it may be to understand the influence of "social" groups on individual behaviour it is essential to bear in mind that much business activity consists of face-to-face contacts between individuals. Personal behaviour on these occasions influences and is influenced by the "code" of the groups to which the individuals belong, but the immediate results of a face-to-face contact between, say, a manager and an employee, depend to a large extent on their behaviour at that moment.

In "Psychology of Human Relations in Industry" (*Franziska Baumgarten; trans. E. D. Nisbet; Pitman;* 1950; 15*s.*) the author points out that the giving of orders, supervising, criticising, reprimanding and punishing are critical face-to-face events which place a strain on both superior and subordinate.

The techniques for dealing with these situations are explained in terms of human feelings and the attitudes of particular "types" of people are described. These explanations emphasise both the common humanity of people, regardless of rank, and the need to remember that, despite common qualities, individuals must be known, understood and treated individually.

" Punishment " ?

It is doubtful whether the chapter on punishment should have been included. The whole conception of punishment in connection with industry is debatable. Either an employee can and will do his job satisfactorily or, he needs to change to a job where he does fit. There can be no question of punishment for lack of ability or mistakes; if he is dismissed because he will not co-operate the dismissal is a solution of a problem and not a punishment.

In the chapter on incentives it is naively suggested that encouragement is an effective stimulus and that "Encouragement to work faster or better must, as far as possible, be given in such a way that it is not perceived as such . . ." The intentions of any supervisor trying to do this would soon be recognised and increase his problems rather than solve them.

It has been found that increased production usually follows the establishment of good relations and is incidental to sincere attempts by supervisors to understand, appreciate and respect employees as people. Attempts to establish good relations for the sake of profits usually misfire because employees react badly to the implication that they are less important than profits. It is, therefore, a pity that the author has tended to emphasise the material advantages which result from good relationships rather than the desirability and necessity of good relations for their own sake.

The tendency to a materialistic approach may make the book more acceptable to those who believe that the main purpose of business is to make profits; unfortunately, it may also mislead people into thinking that the suggested methods of dealing with people can and should be applied for the sake of increased production. The book should, therefore, be read for the sake of the insight it gives into human behaviour, rather than for its philosophy.

F. E. O.

" Welfare in Action "
from—p. 361

research available to firms in industry. It is governed by a Council elected by its members, this membership including both individuals and firms. The Institute's field of activities has broadened appreciably during the past thirty years and on the industrial side its investigators assist firms who have human relationship problems to solve those problems.

The Institute has several publications, while another development of considerable value has been the establishment of courses of training in selection methods. In the past year over 600 industrial supervisors have been through short courses in human relationships.

The Vocational Guidance Service helps young people, and others, to choose the careers for which they are best suited by ability, aptitude and interest.

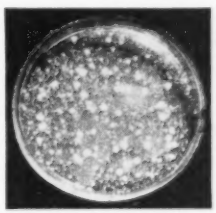
In all this work there is a creative interaction between practical problems and research. Each investigation becomes, in fact, a piece of original research using, as a guide, the results of previous work.

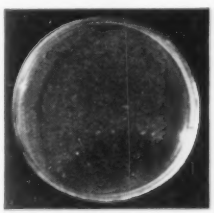
Is your crockery, glass, cutlery a credit to British standards of cleanliness? Cases of 'food poisoning' are on the increase and there is a risk of infection spreading through unsatisfactory washing-up.

Germs spread from the kitchen sink

A cup, a glass, a fork may be infected in use. (Even healthy people can be 'carriers' of dangerous germs.) The infection is transferred to the washing-up water. Other utensils washed therein are infected in turn. Clean and bright they may *look*, but still be a menace to health. Here's a proof!

Bacteria in untreated washing-up water





Washing-up water treated by the Deosan Method

THE DEOSAN CLEAN FOOD SERVICE ROUTINE

provides a simple way to sanitize the whole process of washing-up. It is simplicity itself, gives your staff no 'extra jobs', costs very little. But it will make your utensils and equipment *safe*. Keep ahead of growing official concern in this matter. Send a postcard now to the address below for full details.

Deosan Limited, 10-12 Brewery Road, London, N.7. ASSOCIATE COMPANY OF MILTON ANTISEPTIC LIMITED

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.

Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.

Moisture Magnet—Hi-Dri towels absorb every drop of moisture. Will not disintegrate when wet.

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INDUSTRIAL EQUIPMENT That Raises Production Efficiency

EMPHASIS ON OFFICES

This month we show a number of "good ideas" for the office in the place of honour. In many ways office equipment tends to lag behind that of the factory; it is, however, just as important to the overall efficiency and production of a firm that its offices should be up-to-date in every respect, and there is a wide range of labour-saving equipment to choose from.

Self-Feeding Brush

NOVEL in design and ingenious, this brush, which is available in a wide range, is now being used by many trades for many purposes in home, office and industry.

The complete brush weighs only 1½ oz. and is used simply by unscrewing the hollow handle which is filled with the liquid to be applied.

This liquid is then fed into the brush head whenever the control button is pressed. The amount of liquid can be instantly varied by pressure of one finger only, giving just the right amount where it is needed, and the contents of the handle are used to the last drop.

The transparent handle enables the user at all times to determine the level of the liquid. Being air-tight it prevents evaporation losses and retains the strength of solutions for a far greater period than when left in an open container and further greatly reduces obnoxious and sometimes dangerous fumes from many solutions.

For stationery and office, industrial and home use there are two models available known as "Kotaseal" applicators. The sponge headed model is for use with water as a moistener when affixing gummed labels, sealing envelopes, etc., thereby eliminating water rollers. The adhesive applicator fitted with bristles is for general office and industrial use for sealing bags, packets, etc. This brush will lay down an even strip of glue either ¼ in. or 1 in. wide, as desired. **(PM/331.)**

Kardex Control

REMINGTON RAND LTD., have just issued two attractively-produced leaflets, describing the control systems for which this well-known firm is famous:

(a) *Visual Control in the Factory and Office by Kardex*, deals mainly with the many applications of Kardex to business problems, i.e. Personnel Management, Stock Control, Production Control and Sales Records. Other systems such as Graphdex, Linedex and Vertical Visible—all adaptable to the needs of any organisation, large or small—are also described.

(b) *Vertical Visible*. This explains how ledger posting can be speeded up and overdue accounts revealed automatically. Visibility is shown to be the answer to the effective control of ledger accounts and other types of records requiring close supervision.

(PM/332.)

Office On Wheels

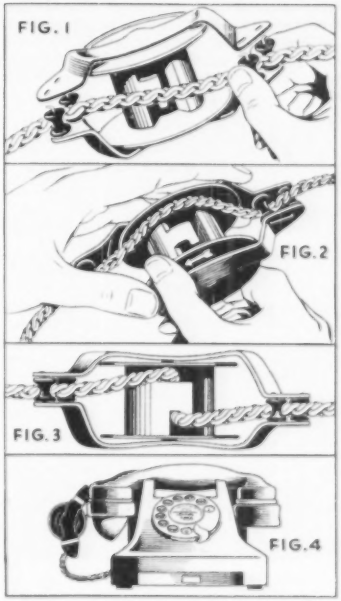
THIS mobile office unit will be welcomed by civil engineering contractors, builders, engineers, architects and clerks of works as an essential item of plant equipment.

The unit is mounted on large standard pneumatic tyred wheels with heavy axles and very strong springs combined with helpers. Overrun brakes are fitted and brake drums of large size are employed. A further interesting point to note is that a ring type towing attachment is fitted as standard, but a ball type hitch may be fitted for attachment to private cars.

The chassis is built up on steel channel sections, welded together and with a steel welded frame fitted above. Adjustable corner jacks are included to enable the unit to remain firm and steady on the site.

The walls and roof are lined throughout of insulating board and the outer sheeting is of heavy gauge fluted aluminium which is pre-treated and painted with a grey priming.

The unit illustrated is designed to accommodate five or six staff and is divided with a partition providing for one third as an Executive's private office and two thirds as a staff office.



Kinked, untidy telephone flex can be obviated by the use of the economical "Tellef." This handy fitment is made of plastic and incorporates a powerful spring upon which the flex is wound. We have a test model in our offices. (PM/333.)

A large desk is fitted.

The exterior can be sprayed to any colour in a high gloss enamel finish. The exterior walls are of aluminium. The unit is offered in a wide range of models. It is 22 ft. long, 7 ft. wide and 6 ft. 6 in. high. **(PM/334.)**

Transfer Marking Machine

MARKING of a wide variety of objects with a trade-mark, design or other lettering is now possible with this new transfer marking machine.

It is similar in principle to a printing machine and has a platen on which is mounted the type or block over which inked rollers are allowed to run. The type, or block is, however, not reversed but transfers a reversed impression to a pad of elastic composition which, in turn, imparts the inked impression (the right way up) on to the object.

The object is held in a special cradle which is adjustable to fit a wide range of shapes and sizes.

The printing area of the more popular type of model in the range is 4 in. by 4½ in. and the machine is capable of printing on such varying surfaces and articles as boxes of all descriptions, cartons, tubes, cartridges, milk containers, drinking cups, articles of plastic, ebonite, celluloid, radio components, ceramic products, tins and many others. **(PM/335.)**

(HEATING)

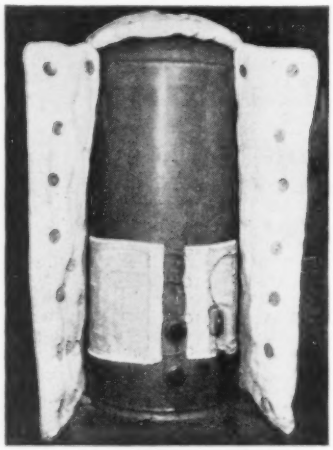
Novel Heater

KNOWN as the "Isoheater," this flexible surface heater is made from fibre glass into which fully insulated and moisture-proofed heating wire is woven by the maker's own special process.

The heater applies a process of heating water electrically—fundamentally different from the immersion heaters which are already in common use. Whereas immersion heaters are installed inside the cylinder or tank, the "Isoheater" is simply fitted around the outside of the water container covering approximately one quarter of the surface of the cylinder or tank.

To fit such a heater is quick and simple. The heater is wrapped round the surface of the cylinder or tank and held firmly in position by springs hooked into rings provided on the two ends of the heater. It is no longer necessary to drain cylinders of their water contents when an "Isoheater" is fitted.

Another important advantage of this form of heater is the absence of scaling. Scaling, the precipitation of lime from the water, is strongest where the highest temperatures occur. An immersion heater supplies the heat required for the whole cylinder within a small area, and consequently lime deposits on the immersion heater much faster than on any other part of the vessel. An "Isoheater" applies the same heat over a much larger surface, at a loading rate of 4 units per sq. in. compared with anything up to 50 watts per sq. in. for immersion heaters—and therefore the "Isoheater" reduces scaling to a minimum.



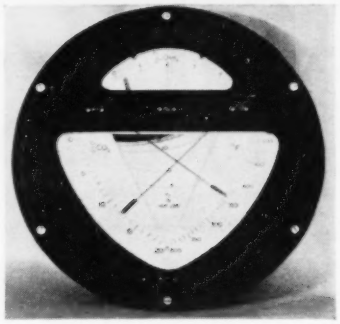
Element and Lagging

The heater consists of two parts, one being the heating element which is fitted around the water cylinder, and the other is the lagging which is provided with a belt of high temperature resisting material. **(PM/336.)**

"Lossmeter"

WHEN used in conjunction with flue gas analysis equipment made by the same firm, this instrument known as a "Lossmeter" will give an instant estimate of the percentage of heat loss for a given fuel.

The instrument presents in a compact and easily read form the information which is required to ensure efficient combustion. Three indicating instruments are incorporated having their scales graduated in terms of (*a*) percentage $CO+H_2$, (*b*) degrees Fahrenheit, and (*c*) percentage CO_2. The two latter instruments are combined to operate over one dial in such a way that the percentage loss is indicated by the intersection of the two pointers over a series of plotted curves, printed upon the face of the dial. The curves are calculated to take into consideration the calorific value of the fuel being used. **(PM/337.)**



Electrode Boiler

SIMPLE and robust in design and construction and of small size for its low rating, this low tension electrode boiler for hot water is suitable for A.C. up to 550 volts. It is ideal for heating water for any purpose, and boilers of this type have been successfully installed for central heating, and for providing domestic hot water services in offices, departmental stores, flats, churches, hospitals and many other types of buildings.

The efficiency of 98 per cent is maintained at all times, without attention and is not affected by scale deposits.

For the architect there is the advantage that the boiler house may be situated in any convenient position, as no provision has to be made for flues, delivery of fuel, ash removal, dust and dirt, while the fabric of the building is protected from the ravages of smoke and fumes. For the owner, the boiler offers the advantages of long life, negligible maintenance, ease of control and the complete lack of the necessity for skilled attention.

The boiler is admirably suited for automatic temperature control and the

load may be automatically controlled at any value from 20 per cent or less to 110 per cent, the switching on and off of the boiler being at minimum load. Alternatively, a hand-wheel may be provided for hand regulation of load if desired. **(PM/338.)**

(LIGHTING)

Emergency Plant

"STANDBY" lighting equipment is essential when there is any likelihood of a power failure or where lighting, independent of the mains supply, is required. A battery-operated, adjustable, portable floodlight set of improved design, suitable for general or emergency industrial use, is now available.

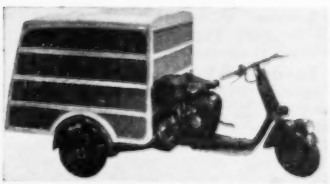
This will give a continuous bright light for nine hours and is contained in a welded steel box, measuring 14½ in. by 11¼ in. by 12¾ in. It is dependant electrically on alkaline-type, nickel-cadmium battery which will stand unused almost indefinitely with complete absence of self-discharge.

An adjustable standard attached to the box may be swivelled in any direction and used up to a maximum height of 5 ft. 5 in. This supports the bulb and reflector. When not in use, the standard apparatus can be packed away in the sturdy box, allowing easy transportation. If necessary, the set can be mounted on a light steel bogie with ball-bearing castors. **(PM/339.)**

(GOODS HANDLING)

Speedy Deliveries

CAPABLE of covering 80 miles on a gallon of petrol and carrying a load up to 10 cwt., this 125 cc. motor truck and trailer is a sturdy, reliable and economical proposition. The bodies of the motor truck and trailer, constructed of wood, are each designed to carry a load of 5 cwt. The truck chassis is of electrically welded sheet steel.



The machine is powered by a two-stroke single-cylinder engine of unique design. It has a bore of 2·22 in. and a stroke of 1·97 in. The compression ratio is 6·4 : 1. The fuel used is a petrol-oil mixture. The engine develops a maximum of 4 h.p. at 4,500 r.p.m.

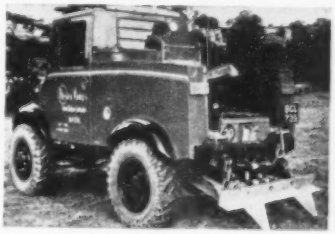
Tyre sizes throughout are 4 × 8 in., while tyre pressures are 15 lb. per sq. in. on the front wheel and 21 lb. per sq. in. on the rear wheels. The wheelbase of the truck is 62 in.

The minimum turning circle of the truck, without the trailer, is 150 in. Fuel tank capacity is 2·2 gallons. The feed to the carburettor is by gravity. Cooling is arranged by a centrifugal fan which directs a stream of cool air on to the cylinder head. Ignition is by flywheel magneto. **(PM/340.)**

Sturdy Tanker Tractor

AVAILABLE either with right or left hand control and fitted with four-wheel drive, this powerful timber tractor is immensely strong and fully capable of arduous duties as a timber hauler.

The engine is a 7 litre compression ignition Gardner 5LW (cold starting) power unit which develops 85 b.h.p. at 1,700 r.p.m. governed speed. The torque is 288 lb. ft. at 1,000 r.p.m. Five cylinders cast in two banks of three and two overhead valves have a bore of 4¼ in., the stroke is 6 in. The coolant capacity is 8 gallons.



Transmission is by a single dry plate clutch fully enclosed and ventilated. The gearbox has five forward speeds and one reverse, while the auxiliary gearbox has two ratios. The propeller shafts are tubular and balanced, and are fitted with Hardy Spicer needle roller universal joints.

Both front and rear axles are of 5-ton capacity and fully floating. Girling brakes are fitted and they are foot operated on all four wheels assisted by Clayton Dewandre servo mechanism.

Wheels are detachable steel disc type and are fitted with 12.00 × 20 tyres front and rear. The heavy duty all-steel winch is self-contained and can be removed in one unit. A 3-ton crane can be fitted to the rear of the chassis. **(PM/341.)**

(SAFETY)

Chemical-Proof Clothing

A MATTER of special interest to those concerned with industrial safety is this new chemical-proof clothing, which employs an entirely new lightweight material, new styles, and a new method of seaming. This clothing is already used in chemical manufacture, chemical plant maintenance, acid handling, paint spraying and laboratory work.

The clothing is made of high-grade cotton proofed on both sides with white P.V.C. (Polyvinyl chloride). This provides a material which is exceptionally light, yet strong and durable. Weighing only 8½ oz. to the sq. yd., it permits chemical-proof garments to be made "as light as a boiler suit."

This new material is extremely flexible and resistant to abrasion and tearing, and is impervious to most industrial chemicals such as nitric and sulphuric), alkalis (such as caustic soda), oils and greases (both vegetable and mineral), and various miscellaneous chemicals such as aluminium chloride and hydrogen peroxide. It is simplicity itself to keep clean.

Experience shows that plain stitched seams in protective garments permit chemical penetration, while both thermal and plastic seams lack the strength of sewn seams. The seams are first doubly sewn for strength and then sealed with a specially formulated chemical film. The film has exactly the same properties and resistance to abrasion as the material itself. **(PM/342.)**

LOOKING AHEAD — WELFARE & PRODUCTION EQUIPMENT TO BE INSTALLED

Aldershot.—Comoy and Co. Ltd., of 72 Rosebury Avenue, London, E.C.1, have plans to erect a new factory at a cost of £30,000.

Ashington.—Mr. R. Wood, Miners' Welfare Department, Kenton Road, Gosforth, Newcastle-on-Tyne, will prepare plans for large pithead baths proposed at Ashington, Northumberland.

Blackpool.—Confectionery works at corner of Mowbray Drive and Melwood Avenue, for Cameron Confectionery Co. Ltd.

Brighouse.—Plans approved: A canteen at Brookfoot, for B.D.A. Ltd. Mill extensions at Bradford Road, Bailiffe Bridge, for North Vale Doubling Co. Ltd.

Bristol.—Sawer and Purvis, Nelson Meter Works, Manchester 10, have acquired a site for a new factory.

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150 S/H Bentwood Semi-Arm Chairs, £1 2s. 6d. each.
280 S/H Bentwood Small Chairs, medium oak colour, £1 2s. 6d. each.
S/H Bentwood Small Chairs 17s. 6d. each.
24" x 24" Tables, £2. 16s. 0d. each.
30 Stools, 14s. 8d. each.
Secondhand 45" x 24" Glass Top Tables, £7 each.

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Jelks OF Holloway

Burnley.—Meadows Mills Ltd. have submitted plans to the T.C. for reconstruction of Meadows Mills, George Street.

Chelmsford.—Plans submitted: Rebuilding of Y.M.C.A. at Victoria Road; architect, A. E. Wiseman, 10 Duke Street, Chelmsford. New production department with canteen above at New Street, for Marconi Wireless Telegraph Co. Ltd.

Coventry.—L. A. Culliford and Partners, 47 Essex Street, London, W.C.2, are the architects for the new offices and works proposed by Coventry Newspapers Ltd. The cost of the scheme is £350,000.

Croydon.—Town Planning permission has been received by F. Kirkham, builder, 40 Hartley Road, Croydon, for a new factory and offices on New Addington Industrial site, to be occupied by Airbri (Engineering) Ltd., Limes Place, Limes Road, Croydon.

Dagenham.—Plans submitted: Factory at Hainault Estate for Gla-Rev. Products Ltd. Factory at Hainault Estate, for S. Hille and Co. Ltd.

Darfield, Yorks.—Plans have been approved for pithead baths proposed at Darfield Main Colliery.

Doncaster.—Plans submitted: A factory at Wheatley Hall Road, for P. Platts and Son Ltd. Offices at Thorne Road, for National Coal Board. Extension of mining machinery works at Wheatley Hall Road, for Geo. Moxon (Mining) Ltd.

Flintshire.—Pithead baths and a canteen will be erected by the National Coal Board at Point of Air Colliery.

Greenock.—Scottish Industrial Estates have received Dean of Guild court approval to plans for two factories at Greenock on new industrial site at old Caird Shipyard.

Guildford.—Plans submitted: New factory at Walnut Tree Close. Rebuilding of Friar Brewery to form hop stores, redox room, cold room, etc.

Hainault, Essex.—A new factory is proposed by Tuck and Co. Ltd., 76 Victoria Street, London, S.W.1, at a cost of £40,000.

Hamilton.—Eldorado Ice Cream Co. Ltd., 24 Stamford Street, London, E.C. and Cold Storage Co. Ltd., 13 West Smithfield, London, propose a new ice-cream factory at Hamilton, to cost £120,000. The staff architect is S. W. Bell.

Hindley.—Platt Bridge Labour Club has received U.D.C. approval for a new labour club at Platt Street, to cost £4,485.

Hull.—The T. C. will lease sites for private development, as follows: At Industrial site, Anlaby Road, to Crystal Motor, General and Electrical Engineering Co. Ltd.; at junction of Leads Road and Sutton Road to Consumer Packers Ltd.; at area R2/1/6 to Port of Hull Society's Sailors' Orphan Homes for erection of a hostel for seamen. The T.C. is also offering a site at Reform Street Industrial Estate to White and Farrell Ltd., for new premises. Frostways Ltd. are applying for a licence to erect premises at Ferensway on land leased from the T.C. New premises at Hedon Road are proposed by Browning's Laboratory and Supply Co. Ltd. Wincomlee Foundry Ltd. are seeking lease of land from the T.C. at Industrial site No. 5 for erection of a new foundry.

Ilkeston.—A Housing Association will be formed shortly by the Stanton Ironworks Co. Ltd., to erect 300 houses for employees at Ilkeston. The Ministry of Health will make a special allocation of these houses.

Keighley.—D. Mitchell and Co. Ltd., Central Ironworks, Parson Street, have a big modernisation scheme for the premises formerly occupied by Darling and Sellers Ltd.

Kilmarnock.—Extensions, to cost £130,000 are planned by Glacier Metal Co. Ltd., Abbotsford Road, Kilmarnock.

Liverpool.—The T.C. has granted an application by Albright and Wilson Ltd. for permission to demolish and alter buildings on site at Kirkby Trading Estate in order to level site for proposed new factory. Conversion of wards as nurses' accommodation at Alder Hey Hospital, for Liverpool Regional Hospital Board. Molyneaux (Liverpool) Ltd., New Court Buildings, St. Thomas Street, Liverpool. £9,320.

Leamington Spa.—Filton Ltd. are considering erection of factory building at The Wharf, Clapham Street, Leamington Spa.

London, E.—A canteen is planned at Argall Avenue, E.10, by S. E. Porter & Sons Ltd. Shaw Saville and Albion Co. Ltd., 88 Leadenhall Street, E.C.3 propose offices and canteen at Romford Road, E.6, to cost £50,000.

London, E.—Gotlop and Co. Ltd., 27 Artillery Lane, E.1, have plans to rebuild their factory.

London, S.E.1.—Mr. R. Mountford Pigott, 3 Cromwell Place, South Kensington, S.W.7, is the architect for extensions proposed at the Union Jack Hostel, Exton Street, S.E.1. Copper Depositing and General Engineering Co. Ltd., 1 Upper Ground, S.E.1, have

plans to erect a factory at Hatfield Street, S.E.1. J. Simon Ltd., 51 Leroy Street, S.E.1, propose rebuilding of their factory.

London, W.—Mr. R. Tubbs, 35 Welbeck Street, London, W.1, is the architect for a new hostel at Fitzroy Street, W.1.

London, Acton.—A refreshment room, first-aid room, etc. at Springfield Gardens, for B.C. G. Young (Floriston) Ltd., 125 Long Drive, Greenford, Middlesex. £4,083.

London, Finchley.—Plans recommended for approval: A new canteen, with demolition work, etc., at 4-6 Torrington Park, N.2, for H. A. Saunders Ltd.

London, Leyton.—Plans recommended for approval: A new factory at 65 Norman Road, for W. J. Farlow. Canteen extensions, etc. at 210 Church Road, for London Electric Wire Co. and Smith's Ltd.

London, Putney.—Reinstatement works at nurses' home at Putney Hospital, for South West Metropolitan Regional Hospital Board, 11a Portland Place, London, W.1. Contractors: W. Willett Ltd., Sloane Square, London, S.W.1. £16,255.

London, Victoria.—A new block of offices at 43-51 St. Mary Axe, for Edward Lumley and Sons Ltd., 7 Birchin Lane, E.C.3. Architects: Alan Pipe and Sons and Joseph Vermont, London. Contractors: John Mowlem and Co., Edbury Bridge Road, London, S.W.1. £128,599.

Lowestoft.—Plans submitted: Rebuilding as potato crisp depôt and canning factory at Waveney Drive, for C.W.S. Ltd.

Middlesbrough.—The South Durham Steel and Iron Co. Ltd., have authorised expenditure amounting to £3,000,000 for proposed works developments over the next few years. Cochranes (Middlesbrough) Foundry Ltd., propose erection of a sports pavilion at Hall Drive, to plans by Kitching and Co., 21 Albert Road, Middlesbrough.

Morley.—Yorkshire Egg Products Ltd., have submitted plans to the T.C. for alterations and additions to form egg factory at Whitehall Road, Drighlington.

Newcastle-on-Tyne.—An aged persons' holiday home is proposed in the north-east area by National Corporation for Care of Old People.

North Shields.—Mr. C. Solomon, St. Mary's Place, Newcastle-on-Tyne, is the architect for a new factory proposed by Links Ladders Ltd., North Shields.

Nottingham.—A new factory will be erected for J. H. Jones and Sons Ltd., Nuthall Road, Bobbers Mill, Nottingham.

Plymouth.—The T.C. is recommended to approve plans for a factory and living accommodation at Richmond Walk, Devonport, proposed by A. G. Hurley, 2 Spencer Avenue, Keyham, Devonport.

Rotherham.—Erection of a new factory at Albert Street is proposed by Tonco Mineral Waters Ltd. British Oxygen Co. Ltd. have plans for extensions at Armer Street.

Rutherglen, Lanarkshire.—The architects for reconstruction of the canteen at Rutherglen are Hayden and Strang and Co., 40 St. Vincent Street, Glasgow C.2. Plans will be prepared.

Salford.—Plans proposed: A clothing factory at Garden Lane, for S. Daniels (Greengate) Ltd. A five-storey building at Greengate and New Bridge Street, for Greengate and Irwell Rubber Co. Ltd. Rebuilding works at Lower Broughton Road, for Olive and Parkington Ltd.

Scarborough.—E. T. W. Dennis and Sons Ltd., propose rebuilding of factory at Melrose Street, to plans by Baker and Clarke, York Place, Scarborough.

Sheffield.—T.C. Estates Committee has approved lease of a site at Carlisle Street, Hallcar Street and Sorby Street, to W. A. Wheatcroft, in connection with proposed engineering workshop, and has approved lease of sites at Carlisle Street to Perko Ltd., for light engineering factory; at Smithfield to Rhodes Bros. for a factory; and at Shepherd Street, Meadow Street, Ellis Street and Doncaster Street, to William Ridgway and Sons Ltd., for a new factory. The T.C. will lease land at Ecclesfield Road to Schweppes Ltd., for a proposed distribution depôt, and at Eyre Street, to T. C. Vere Ltd., for a new factory.

Sleaford.—Fenton and Townsend Ltd. have informed the U.D.C. that they propose removal of their works at Millfield Terrace to their North Road site.

Sunderland.—Plans are by Stephenson and Gillis, Saville Chambers, North Street, Newcastle-on-Tyne, for a factory proposed on Pallion Estate by the Board of Trade.

Surbiton.—Plans submitted: A printing factory at Roebuck Road and Cox Lane for A. Avery.

Swansea.—Mr. C. Vaughan, 1 St. James's Gardens, Swansea, is the architect for a restaurant proposed by A. Rabaiotto.

Tynemouth.—W. Stockdale, 73 Howard Street, North Shields, is the architect for a factory in Waterville Road for repairing farm machinery for the Neville Engineering Co. Ltd., Coach Lane, North Shields.

Walsall.—The T. C. is recommended to sell a site at Alumwell Road Industrial Estate to Healey Mouldings Ltd. A new factory at Red Lion Street, for T.C. Deacon and Boardman Ltd., Algernon Street, Walsall. £13,204.

Watford.—Bedford Products and Light Engineering Co. Ltd., Otterpool Way, have plans to erect a new factory.

Watford.—Plans submitted: A canteen at Knutsford Avenue School, for Herts C.C.

West Bromwich.—Factory and office block at Birmingham Road, for J. Brockhouse and Co. Ltd. Machine shop and offices at William Street, for R. Cruickshank Ltd.

"The Industrial Engineer"

WE welcome in its new dress *The Industrial Engineer*, journal of the Institute of Economic Engineering, which from now on is to replace in part the "Bulletin" which the Institute has issued to its members. As a correspondent to this issue points out, the Institute stands to further every aspect of the economics of production and the journal gives a good idea of this wide and comprehensive scope.

Apart from an admirable "Forum" in which members express their views on all production matters, the current issue contains their first part of a capital article on *The Working Week*, by Mr. V. W. Leivesley of Australia, *Patterns in Organisation*, by Gordon Norton and a good selection of book reviews. We shall look forward to future issues with very real interest.

One minor grumble must be permitted us, however. There can be no justification for attempting to disguise the Institute's excellent "Situations Vacant" feature by setting it in exactly the same type as the rest of the book. This surely requires a special handling—and a more distinctive dress.

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Summary of Official Publications and New Rulings

ACTS

Reinstatement in Civil Employment Act, 1950. To make further provision for reinstatement in civil employment of people serving in the Armed Forces. *H.M.S.O.* 4*d*.

Restoration of Pre-War Trade Practices Act, 1950. To amend restoration of Pre-War Trade Practices Act, 1942, with respect to the period by reference to which obligations are imposed on employers in respect of departures from trade practices and the time at which such obligations are to take effect. *H.M.S.O.* 2*d*.

STATUTORY INSTRUMENTS

No. 1950. The Milk Distributive Wages Council (England and Wales) Wages Regulation Order, 1950. Dated December 5, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Further amends Order M.D. (56), as amended by Order M.D. (58), by increasing statutory minimum remuneration payable. Order M.D. (58) is revoked. Operative as from December 24, 1950.)

No. 1982. The Hairdressing Undertakings Wages Council (Great Britain) Wages Regulation Order, 1950. Dated December 8, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order H.U. (3) by increasing statutory minimum remuneration payable to certain workers; by amending provisions relating to guaranteed weekly remuneration by providing for a reduction where a worker is absent from work in certain circumstances with the consent of his employer; by excluding from the application of Order H.U. (3) certain workers employed on work in connection with the production of cinematograph films. Operative as from January 8, 1951.)

No. 1992. The Boot and Shoe Repairing Wages Council (Great Britain) Wages Regulation (No. 2) Order, 1950. Dated December 11, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 3*d*. (Amends Order D (97) by increasing statutory minimum remuneration payable to certain workers. Operative as from January 1, 1951.)

No. 2002. The Aerated Waters Wages Council (England and Wales) Wages Regulation Order, 1950. Dated December 12, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order A (37) and increases the general minimum time rates and piecework basis time rates to be paid to workers other than driver-salesmen, delivery workers and mates, and substitutes a new definition of "customary holiday." Operative as from January 1, 1951.)

No. 2073. The Tin Box Wages Council (Great Britain) Wages Regulation Order, 1950. Dated December 19, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Amends Order X (32), as amended by Order X (34), by increasing statutory minimum remuneration payable. Order X (34) is revoked. Operative as from January 8, 1951.)

No. 2076. The Lace Finishing Wages Council (Great Britain) (Constitution) Order, 1950. Dated December 20, 1950, made by the Minister of Labour and National Service under Section 20 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 1*d*. (Brings the constitution of the Lace Finishing Wages Council into conformity with the requirements of the Act. Operative as from December 27, 1950.)

No. 2077. The Wages Regulation (Licensed Residential Establishment and Licensed Restaurant) (Amendment) Order, 1950. Dated December 20, 1950, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 1*d*. (Amends Order L.R. (7). It provides for exclusion of certain workers in managerial grades from the operation of that Order. It adds to the definitions in the Second Schedule (relating to holidays) classes of workers specifically excluded from the provisions of that Schedule, and prohibits additional payments for spreadover of hours of work from the calculation of holiday remuneration. Operative as from January 8, 1951.)

No. 2090. The Laundry Wages Council (Great Britain) Wages Regulation Order, 1950. Dated December 20, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 3*d*. (Revokes Order W (62) and substitutes new statutory minimum remuneration payable. Operative as from January 10, 1951.)

1951

No. 9. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation Order, 1951. Dated January 1, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order R.F.A. (6) by varying provisions relating to minimum overtime rates and guaranteed weekly remuneration payable. Operative as from January 19, 1951.)

No. 10. The Retail Drapery, Outfitting and Footwear Trades Wages Council (Great Britain) Wages Regulation Order, 1951. Dated January 1, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order R.D.O. (6) by varying provisions relating to minimum overtime rates and guaranteed weekly remuneration payable. Operative as from January 19, 1951.)

GENERAL

Report of the Working Party on the Employment of Blind Persons. Issued by the Ministry of Labour and National Service, January, 1951. *H.M.S.O.* 1*s*. 9*d*. (*See page* 362.)

INDUSTRIAL COURT AWARDS

No. 2281. Sports Goods Manufacturing Industry. Reference: Claim for increase in rates of wages and for two weeks' annual holiday with pay. Award: The Court awarded that the minimum rate of all grades (men and women) covered by the Agreement on wages for the Sports Goods Manufacturing Industry shall be increased by 2d. per hour and that with effect as from January 1, 1951, the annual holiday with pay shall be increased to two weeks. (November 23, 1950.)

No. 2282. Government Industrial Establishments. Reference: Claim by the trade union side that the basic rate for non-craft male grades employed at an Admiralty Propellant Factory be increased to 99s. 6d. per week. Counter claim by the official side that overtime be paid in accordance with the normal practice recognised by the Miscellaneous Trades Joint Council. Award: The Court found against the claim and the counter-claim and awarded accordingly. (December 4, 1950.)

No. 2283. Government Industrial Establishments. Reference: That minimum rates for lithographic draughtsmen, photo draughtsmen, male (camera) operators and intaglio etchers employed by an Admiralty establishment in Taunton, be increased to £8 8s. and that the existing merit range of 40s. be increased to 50s. Award: The Court awarded that the minimum for the establishment be 20s. per week in excess of Standard Minimum Rates

(London and Taunton) for the grades concerned, in substitution of the present 7s. 6d. paid in recognition of the general character of the work performed and in substitution of a similar amount being part of the present 20s. paid to locally-entered lithographic draughtsmen in recognition of special skill. The Court also awarded that the merit rate be increased to 50s.; those employees concerned already in receipt of merit money to receive an immediate increase of 25 per cent. (December 4, 1950.)

No. 2284. The Basket Industry. Reference: Claim for increased holidays with pay, i.e. two weeks' annual holiday; two days at Easter, Whitsun and Christmas. The Court found in favour of the claim and awarded accordingly. (December 5, 1950.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1565. Rates of Wages of Certain Workers Employed by the Manchester Corporation. Claim: That rates of wages paid to engineering craftsmen employed in the Non-Trading Departments be comparable to those in the Transport Department. Award: Claim not established. (December 5, 1950.)

No. 1566. Annual Holidays in the Glove Manufacturing Industry. Claim: For a second week's holiday with pay. Award: The Tribunal awarded that two weeks' annual paid holiday be granted from 1951. (December 6, 1950.)

No. 1567. Remuneration of Certain Musicians Employed at a Theatre in Harrow, Middlesex. Claim: For a bonus of £1 per week in addition to the following minimum rates: Leading violinist, first trumpeter and drummer, £6; repetiteur, £5 15s.; others £5 10s. Award: Claim not established. (December 6, 1950.)

No. 1568. Annual Holidays of Hosiery Workers at Hawick. Claim: For an additional week's holiday with pay. Award: Claim not established. (December 8, 1950.)

No. 1569. Claim for Payment in Lieu of Notice in Respect of Former Worker Employed by a Particular Company in London. Claim: For payment in lieu of notice in accordance with specified agreement in the engineering industry. Award: In favour of workman. (December 8, 1950.)

No. 1570. Payment in Respect of Two Days of Holiday to Certain Workers Employed by an Engineering Company at Leicester. Claim: For payment for Good Friday and Easter Monday. Award: Claim not established. (December 11, 1950.)

No. 1571. Weekly Hours of Duty of Watchroom Attendants Employed by the Western Fire Area Joint Committee. Claim: That watchroom attendants should be employed for 48 hours per week. Award: In favour of workmen. (December 12, 1950.)

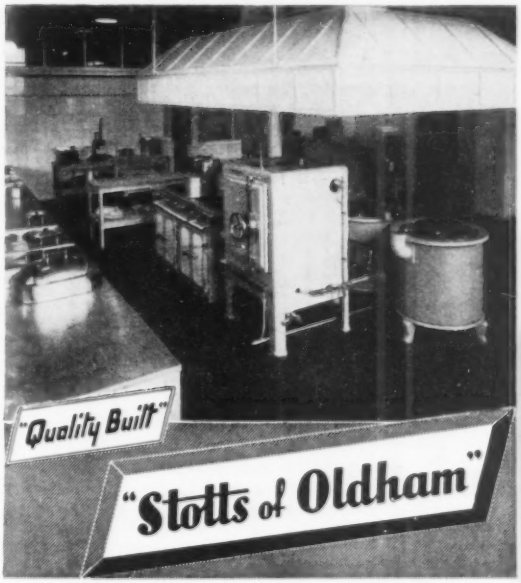
No. 1572. Rates of Wages of Manual Workers Employed in the Non-Trading Departments of the Southend-on-Sea Corporation. Claim: That the London wage rate agreed by the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers) be applied by the Corporation. Award: Claim not established. (December 15, 1950.)

No. 1573. Annual Holidays in the Wire and Wire Rope Manufacturing Industries. Claim: For an additional week's annual holiday with pay. Award: The Tribunal awarded that two weeks' annual holiday with pay be granted from 1951. (December 18, 1950.)

No. 1574. Rates of Wages for Workers Employed in Engineering Establishments on Packing and Making Wood Boxes, Packing Cases or Wooden Containers. Claim: That the Tribunal's Award No. 685 should apply to all members of the union employed on packing and making boxes, etc. in federated establishments. Award: The Tribunal found the claim as stated not established, but awarded that all fully-skilled packing case makers be paid the union rate. Rates for semi-skilled workers and "new starts" were referred back for negotiation by the parties. (December 18, 1950.)

(Concluded overleaf.)

Canteens



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Summary—*from* p. 379

No. 1575. Remuneration of Skilled Workers Employed on Machine Tool Repairs by an Aircraft Manufacturing Company at their Works at Baginton, near Coventry. Claim: For payment to skilled workers employed in the machine tool repair section of the equivalent of the average earnings of the skilled workers employed in the tool room. Award: Claim not established. (December 20, 1950.)

No.1576. Salary Scales of Clerical Staff Employed at the Chief Office of the Scottish Legal Life Assurance Society. Claim: For improved salary scales. Award: The Tribunal awarded that salaries of male clerical staffs, Grade 3, and of female clerical staff be on the following scales:

Age	Weekly Salary £ s. d.	Age	Weekly Salary £ s. d.
	MALES		
16	2 2 6	25	5 10 0
17	2 7 6	26	5 12 6
18	2 15 0	27	5 15 0
19	3 5 0	28	6 0 0
20	3 15 0	29	6 10 0
21	4 10 0	30	7 0 0
22	5 0 0	31	7 5 0
23	5 5 0	32	7 10 0
24	5 7 6		
	FEMALES		
16	2 0 0	24	4 12 6
17	2 5 0	25	4 15 0
18	2 10 0	26	4 17 6
19	3 0 0	27	5 0 0
20	3 10 0	28	5 5 0
21	4 0 0	29	5 10 0
22	4 5 0	30	5 15 0
23	4 10 0		

Qualified shorthand-typists and machine operators 21 years and over should receive 10s. per week above the appropriate scale rate for female staff, and machine operator learners should receive 5s. extra after six months and 10s. after twelve months. Salaries for other clerical grades and for shorthand-typists and machine operators with special responsibilities were referred back for further negotiation between the parties. (December 21, 1950.)

No. 1577. Grading of Certain Inspectors Employed by a Public Transport Undertaking at Northampton. Claim: Dispute over interpretation of Clause 1 (4), Traffic Inspectors, Grade 2, of an agreement dated October 24, 1949. Award: The Tribunal found against the contention that four workers should be classified as Grade 1 inspectors and awarded accordingly. (December 21, 1950.)

No. 1578. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by a Firm in Sutton-in-Ashfield. Claim: For payment in lieu of notice to a named worker. Award: In favour of workman. (Dec. 22, 1950.)

No. 1579. Remuneration During a Particular Period of Certain Workers Employed as Crews of Mechanical Gully Emptiers by the Newcastle-upon-Tyne Corporation. Claim: That recommendations of the Northern Provincial Council for Local Authorities' Non-Trading Services (Manual Workers) regarding payment for Sunday and night shift work should apply to crews of the mechanical gully emptiers in respect of certain periods. Award: The Tribunal found against the claim as stated, but awarded additional payment at the rate of 1½d. per hour in respect of all hours worked after 5 p.m. during the period concerned. (December 28, 1950.)

No. 1580. Rates of Wages in the Fellmongering Industry in England and Wales. Claim: That basic time work rates for males, females and juveniles be brought into line with those in the leather producing industry. Award: The Tribunal awarded that wages of adult male workers be increased by 2d. per hour for skilled and unskilled workers and by 2½d. for semi-skilled workers; that wages of adult female workers be increased by 2d. per hour; and proportionate increases paid to juveniles. (December 29, 1950.)

No. 1582. Remuneration of Certain Musicians Employed at a Theatre in Sheerness. Claim: For payment of following rates: Leading violinist, First Trumpet and Drummer, £6 per week; Repetiteur, £5 15s.;others, £5 10s.; plus a bonus of £1 per week. Award: Claim not established. (December 29, 1950.)

THE MONTH'S DATES

British Institute of Management
Feb.
6 Winter Proceeding. Management House, 5.30 p.m.
20 Winter Proceeding. Management House, 5.30 p.m.

Burton Manor—Course 174
5-10 "Foremanship Today." Wirral.

Burton Manor—Course 180
18-23 "An Introduction to Industrial Psychology."

Burton Manor—Course 181
25-2 "Joint Consultation for Workers' Representatives." Wirral.

Carlisle and District Management Association—Foremanship and Training Course
20 "Factories Acts." G. F. Finch, Carslisle.
27 "Motion Study." D. Nicholson-Carr, Carlisle.

Illuminating Engineering Society—Birmingham Centre
9 "Lighting for the Prevention of Industrial Accidents." E. W. Murray, Imperial Hotel, Temple Street, 6 p.m.

Illuminating Engineering Society—Cardiff Centre
1 Presidential Address by L. J. Davies. South Wales Electricity Board Demonstration Centre, The Hayes.

Illuminating Engineering Society—Edinburgh Centre
7 "Effect of Artificial Lighting on Occupational Health." H. H. Bell. Welfare Club Hall, City of Edinburgh Lighting and Cleansing Department.

Illuminating Engineering Society—Leeds Centre
5 "Analysis of Lighting Problems in an Industrial Undertaking." F. G. Copland. Lighting Service Bureau, Aire Street, 7.0 p.m.

Illuminating Engineering Society—London Centre
13 Sessional Meeting. Lighting Service Bureau, Savoy Hill, W.C.2.

Industrial Welfare Society
2-5 "Canteens" Course. Clacton.
16-19 Joint Conference for Workers' Representatives, Directors, Managers and Foremen. Ashridge.

Institute of Economic Engineering
9 "Production Efficiency—the Economist's Viewpoint." Harold Whitehead (*Director—Harold Whitehead and Partners Ltd., Industrial Consultant*). Cowdray Hall, London, W.
16 "Education for Management." H. E. Kearsey. Manchester.

Institute of Industrial Supervisors
1 "The Foreman and Costing." S. C. Roberts, F.C.W.A. The Richard Fairclough School, Warrington, 7.0 p.m.
7 "The Foreman and Human Relations" W. H. Temple (*Personnel Management Advisory Service, Ministry of Labour*). The Grammar School, West Bromwich, 7.45 p.m.
13 "The Foreman and the Personnel Department." Kidderminster, 7.30 p.m.
23 "The Foreman and Productivity." B. H. Dyson. Cardiff.

Institute of Personnel Management
8 "Discipline and Justice in Industrial Management." One-day Conference for senior personnel executives of large firms (limited attendance) Charing Cross Hotel, W.C.2.
23-25 Practical Course on "Personnel Management in Medium Sized Companies." Clacton.

Institution of Heating and Ventilating Engineers
14 Annual General Meeting and Presidential Address. Institution of Mechanical Engineers, S.W.1, 2.30 p.m.

Institution of Heating and Ventilating Engineers—Manchester and District Branch
23 Chairman's Address and Graduates' Competition. Town Hall, Manchester, 6.30 p.m.

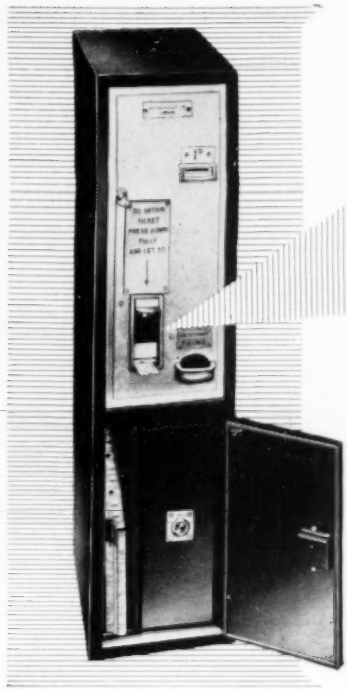
Institution of Heating and Ventilating Engineers—North-East Coast Branch
23 Annual Dinner and Dance. County Hall, Newcastle-on-Tyne 1.

Institution of Works Managers—Manchester Branch
9 "Industrial Law." L. Walsh (*Barrister-at-Law*). Grand Hotel, 6.30 p.m.

Institution of Works Managers—Merseyside Branch
6 "Personnel Problems of a Works Manager." A. Scholes (*British Enka Ltd.*). Adelphi Hotel, Liverpool, 6.30 p.m.

Institution of Works Managers—Preston Group
13 "Good Housekeeping." Miss N. L. Forster (*H.M. District Inspector of Factories*). Starkie House, Starkie Street, 7.0 p.m.

Institution of Works Managers—Sheffield Branch
3 Discussion (*jointly with Local Study Group*). Grand Hotel, 3.0 p.m.



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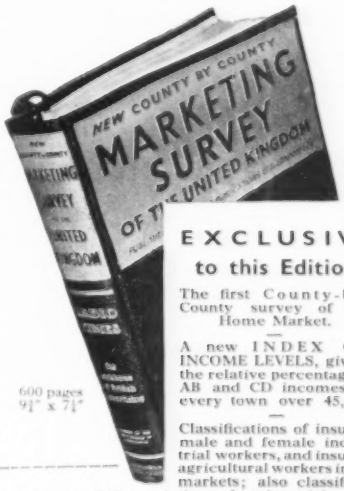

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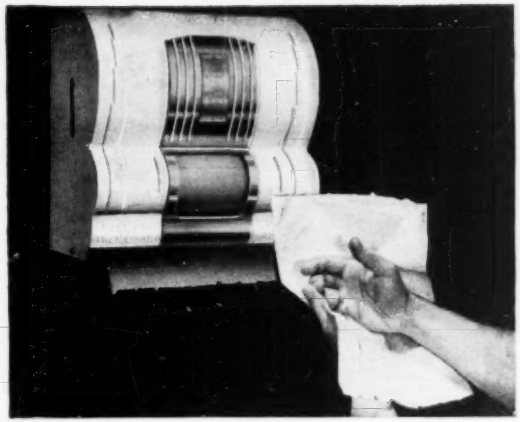

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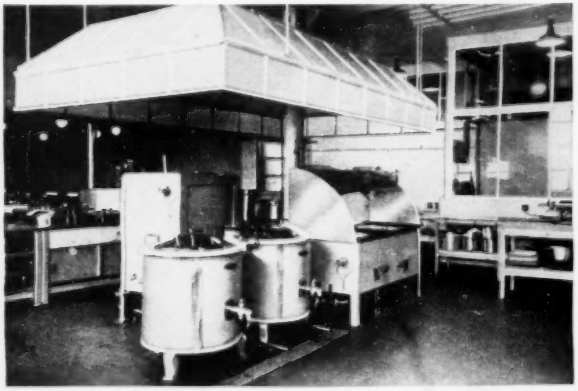

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